



School Plan for Student Achievement (SPSA) Template

Instructions and requirements for completing the SPSA template may be found in the SPSA Template Instructions.

School Name	County-District-School (CDS) Code	Schoolsite Council (SSC) Approval Date	Local Board Approval Date
Delano High School	15634121531672	October 25, 2019	November 12, 2019

Purpose and Description

Briefly describe the purpose of this plan (Select from Schoolwide Program, Comprehensive Support and Improvement, Targeted Support and Improvement, or Additional Targeted Support and Improvement)

Schoolwide Program

Briefly describe the school's plan for effectively meeting the ESSA requirements in alignment with the Local Control and Accountability Plan and other federal, state, and local programs.

The School Plan for Student Achievement (SPSA) is meant to consolidate all school-level planning efforts into one plan for programs funded through the consolidated application (ConApp), pursuant to the California Education Code (EC) Section 64001 and the Elementary and Secondary Education Act as amended by the Every Student Succeeds Act (ESSA).

The purpose of the SPSA is to increase the overall effectiveness of the school program by crafting a strategic plan that maximizes the resources available to the school while minimizing duplication of effort with the ultimate goal of increasing student achievement.

The School Site Council (SSC) is required to develop and annually review the SPSA, establish an annual budget, and make modifications in the plan to reflect changing needs and priorities, as applicable, pursuant to EC 52853(b) and 52855.

California's ESSA State Plan significantly shifts the state's approach to the utilization of federal resources in support of under-served student groups. The SPSA provides schools with the opportunity to document their approach to maximizing the impact of federal investments in support of under-served students.

The implementation of ESSA in California presents an opportunity for schools to innovate with their federally-funded programs and align them with the priority goals of the school and the LEA that are being realized under the state's Local Control Funding Formula (LCFF).

LCFF provides schools and LEAs flexibility to design programs and provide services that meet the needs of students in order to achieve readiness for college, career, and lifelong learning. The SPSA planning process supports continuous cycles of action, reflection, and improvement.

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Comprehensive Needs Assessment Components

Data Analysis

Please refer to the School and Student Performance Data section where an analysis is provided.

Surveys

This section provides a description of surveys (i.e., Student, Parent, Teacher) used during the school-year, and a summary of results from the survey(s).

As a school, we regularly ask our students, parents, and staff to respond to questions about our programs that we offer. We have discovered that such an activity provides us with valuable feedback about how we are doing in our quest to provide an exemplary education to the students who walk our hallways. Some of our surveys, and the implications are below.

Parent Surveys

At our yearly Back to School Night on August 27, 2019, 291 parents participated in our survey about our school and the programs we offer. The survey shows that parents feel that we are providing their student with a strong and challenging curriculum, as well as keeping their children safe while they are on campus. The results from this more recent survey are below:

- 100% of parents agreed that the school has sufficient standards aligned instructional materials in history, English, mathematics, science, and ELD
- 96% of parents agreed that the school facility is in good repair.
- 100% of parents agreed that teachers are appropriately assigned and fully credentialed in their subject area.
- 100% of parents agreed that the school has implemented the academic content standards for all students, including English Language learners, students with disabilities, and those who are gifted.
- 99.3% of parents agreed that the school involves parents in providing input in making decisions for the school/district.
- 99.3% of parents agreed that the school provides sufficient parent notices, invitations, and letters regarding parent involvement activities.
- 99.3% of parents agreed that the school/district prepares students for college or career pathways.
- 100% of parents agreed that the district/school effectively addresses attendance, dropout, and graduation.
- 100% of parents agreed that the school provides alternatives to suspension for minor offenses such as disruption or defiance.
- 99.3% of parents agreed that students feel safe while at school and students feel connected to school.
- 99.7% of parents agreed that the school provides access to a broad course of study.

Student Surveys - September 2019

The following questions were included on the student survey.

1. The School has sufficient standards aligned instructional materials in history, English, mathematics, science, and ELD.

*99.8% of students agreed with this statement.

2. My school facility is in good repair.

*90.7% of students agreed with this statement.

3. My teachers are appropriately assigned.

*100 of students agreed with this statement.

4. My school has implemented the academic content standards for all students, including English Language Learners, students with disabilities, and those who are gifted.

*100% of students agreed with this statement.

5. My school involves parents in providing input in making decisions for the school/district.

*97.6% of students agreed with this statement.

6. The school provides sufficient parent notices, invitations, and letters regarding parent involvement activities.

*98.5% of students agreed with this statement.

7. The school/district prepares students for college or career pathways.

*96.8% of students agreed with this statement.

8. The district/school effectively addresses attendance, dropout, and graduation.

*99.4% of students agreed with this statement.

9. The school provides alternatives to suspension for minor offenses such as disruption or defiance.

*99.4% of students agree

10. Students feel safe while at school and students feel connected to school.

*99.5% of students agreed with this statement.

11. My school provides access to a broad course of study.

*97.9% of students agreed with this statement

Staff Surveys

During the month of September 2019, DHS staff was surveyed about instructional strategies/materials, campus facilities, school safety, and school culture. Overwhelming staff feels that Delano High School is a great place to work and learn. Below you will find some of the results from the survey administered:

Students have sufficient access to the standards aligned instructional materials.

- 95.1% of our teachers agree with this statement

The school facility (student areas) is in good repair.

- 77.3% of teachers believe that the school facility is in good repair.

Teachers feel safe while at school and students feel connected to school.

- 100% of teachers feel safe at school and believe students feel connected to school

My school provides access to a broad course of study

- 98.4% of teachers believe DHS provides a broad course of study.

Individual departments were surveyed to provide feedback for a comprehensive needs assessments. The survey focused on Priority 2: Implementation of State Academic Standards and was administered on September 18th. Below you find the results based on a five point rating (1-Exploration, 2-Beginning, 3-initial, 4-full implementation, and 5-full implementation and sustainability)

Question 1: Providing professional learning for teaching to the recently adopted academic standards and/or curriculum frameworks.

English Language Arts - Common Core State Standards for English

Overall 5 - Full Implementation & Sustainability

ELD - Aligned to ELA Standards

Overall 4 - Full Implementation

Mathematics - Common Core State Standards for Mathematics

Overall 4- Full Implementation

Science - Next Generation Science Standards

Overall 4 - Full Implementation

History - Social Science

Overall 4 - Full Implementation

Question 2: Making instructional materials that are aligned to the recently adopted academic standards or curriculum frameworks

English Language Arts - Common Core State Standards for English

Overall 5 - Full Implementation & Sustainability

ELD - Aligned to ELA Standards

Overall 5 - Full Implementation & Sustainability

Mathematics - Common Core State Standards for Mathematics

Overall 5- Full Implementation & Sustainability

Science - Next Generation Science Standards

Overall 3 - Initial

History - Social Science

Overall 3 - Initial

Question 3: Support Staff in delivering instruction aligned to recently adopted academic standards/frameworks (walk throughs, collaborative time, etc.)

English Language Arts - Common Core State Standards for English

Overall 5 - Full Implementation & Sustainability

ELD - Aligned to ELA Standards

Overall 5 - Full Implementation & Sustainability

Mathematics - Common Core State Standards for Mathematics

Overall 4 - Full Implementation

Science - Next Generation Science Standards

Overall 4 - Full Implementation

History - Social Science

Overall 3 - Initial

Question 4: Implementation of the following academic standards adopted by the State Board of Education for all Students.

Career Technical Education

Overall 4 - Full Implementation

Health Education

Overall 4 - Full Implementation

Physical Education Model Standards

Overall 4- Full Implementation

Visual Performing Arts

Overall 4 - Full Implementation

World Language

Overall 4 - Full Implementation

Question 5: Support for Teachers and Administrators: identifying professional learning needs of group of teachers or staff as a whole

All Teachers and Admin : Overall 4- Full Implementation

Question 6: Identifying professional learning needs of individual teachers

All Teachers and Admin; Overall 4 - Full Implementation

Question 7: Support for teachers on the standards they have not mastered.

All Teachers and Admin; Overall 4 - Full Implementation

Classroom Observations

This section provides a description of types and frequency of classroom observations conducted during the school-year and a summary of findings.

Classroom observations are performed regularly by Delano High School site administration. Classroom observations are divided among the four-member administrative team. These observations are typically short and informal with the intent to provide support as well as effective feedback regarding instructional practice. In addition to these informal observations, site administration formally evaluates provisional and probationary teachers with multiple walk through observations and full-period observations. A permanent teacher is typically evaluated every other year. The formal evaluation consists of a pre-conference, a full-period observation, a post-conference, and additional classroom walk through observations. The evaluation process enables site administration to evaluate instructional strategies and effectiveness as well as classroom management and lesson design.

Analysis of Current Instructional Program

The following statements are derived from the Elementary and Secondary Education Act (ESEA) of 1965 and Essential Program Components (EPCs). In conjunction with the needs assessments, these categories may be used to discuss and develop critical findings that characterize current instructional practice for numerically significant subgroups as well as individual students who are:

- Not meeting performance goals
- Meeting performance goals
- Exceeding performance goals

Discussion of each of these statements should result in succinct and focused findings based on verifiable facts. Avoid vague or general descriptions. Each successive school plan should examine the status of these findings and note progress made. Special consideration should be given to any practices, policies, or procedures found to be noncompliant through ongoing monitoring of categorical programs.

Standards, Assessment, and Accountability

Use of state and local assessments to modify instruction and improve student achievement (ESEA)

Cohort meetings are held regularly, in which assessments are discussed and revised. The results are then analyzed and applied to refinement of pacing, lessons, and classroom instruction. Late starts are every other Wednesday. During these late starts, cohorts work together to answer the 4 Critical Questions. What do we expect students to learn? How do we know they are learning it? How do we respond when they don't learn it? How do we respond they they have already learned? Teachers and staff have analyzed student performance data over the course of the past several years and are addressing any gaps via departmental cohorts and in school-wide leadership meetings. This year we are more specifically analyzing the various claims from the 11th grade Common Core English and math Smarter Balanced Assessments for various strengths and weaknesses in order to further refine curriculum not only for the 11th grade but for 9th and 10th grade as well. Additionally, Academic coaches in the area of Math and ELA have been assigned a class period to assist math and English Cohorts in data analysis and curriculum refinement.

Delano High School has a Local and State Assessment Coordinator, who under the supervision and direction of the Learning Director, implements local and state assessments including but not limited to ELPAC, FACS, Benchmarks, and CAASPP. In addition, coordinates with local feeder schools on placement tests for incoming 9th graders. The Local and State Assessment Coordinator also assists teachers with Data Analysis and use of educational technology programs such as Illuminate Ed, Edgenuity, Pearson lit, Aeries Grade book, and Parent Portal.

Teachers use Illuminate to make the collection and sharing of assessment data much easier. Illuminate provides the means for the selective analysis and manipulation of data, which includes the specific correlation of each assessment question to one or more Common Core, CA state, or CTE standards, the exact numbers of students who mastered the standard(s), and which particular skills most require clarification through reteaching.

At the beginning of the 2011-2012 school year, the district moved to the Aeries student data system, which gives both teachers and parents more access to student data. We have since switched from Aeries.abi to Aeries.net. The switch includes the opening of the parent and student portals where both parents and students can access the specific student's grades, which are updated bi-weekly. In an effort to increase awareness, counselors schedule parents for weekly workshops to educate parents on how to navigate portal.

Use of data to monitor student progress on curriculum-embedded assessments and modify instruction (EPC)

Delano High School students have made amazing gains on all high-stakes tests. The attached charts illustrate how much progress our students have made over the last few years.

Our English Language enrollment number exceeds the state averages and has remained steady over time. Our student population is a reflection of the community of Delano which is predominately Hispanic and Filipino.

Although we have a large number of students who are second-language learners, we are still making significant progress toward English proficiency with this subgroup. Many of our students come to us reading at a 4th grade-level and by the time they have graduated, they have made significant strides. Our scores have consistently been higher than state averages.

DHS continues to perform strongly with the new Smarter Balanced Assessments in English. This past spring, 66% of our 11th grade students were considered college ready based on the English portion of the CAASPP, surpassing the national average of 49%. We attribute this success to our programs, which target our ELL students, and our struggling learners. We have a strong after school tutorial program, as well as the support of our administration, which allows teachers to hold students responsible for their learning. As we continue to increase student performance, we will be placing a stronger emphasis on the Listening strand as our students seem to have trouble in this area. Teachers will work in cohorts to look for ways to support all students in this area of growth.

Analyzing our CAASPP data, it is obvious that our students are succeeding at a much higher rate in English than they are in math; however, our math department continues to reach for excellence. DHS performed above the county average in last year's testing: 33% of our students met or exceeded standards, while the county average was 25%. The school community will continue to analyze student performance data as well as refine instructional and support programs in order to continue to improve upon national, state, and local assessment results.

Staffing and Professional Development

Status of meeting requirements for highly qualified staff (ESEA)

Every effort is made to recruit and retain highly qualified teachers in all subject areas. NCLB requires that all teachers teaching in core academic subjects be "highly qualified." All of our teachers have a bachelor's degree as well as a California teaching credential or are currently enrolled in a subject matter credential program. In addition to the credential, teachers must demonstrate core academic subject area competence. All teachers hired under an intern credential, provisional intern permit, short term staff permit, or variable term waiver are expected to participate in an appropriate credential program and make satisfactory progress towards a preliminary credential as a condition of reemployment. In an effort to provide additional support for new teachers, they are provided with a mentor teacher from their home site to assist them. Teachers who have qualified for a preliminary credential are expected to participate in the Teacher Induction program (TIP) and to make satisfactory progress towards attaining a clear credential.

Sufficiency of credentialed teachers and teacher professional development (e.g., access to instructional materials training on SBE-adopted instructional materials) (EPC)

Teachers continue to develop professionally via education classes resulting in advanced degrees, additional credential classes, and the TIP program administered jointly by the Kern County Office of Education and the California Commission on Teacher Credentialing. Teachers who are in the TIP program participate in professional development that is designed to address the needs of new teachers. Teachers also work alongside subject matter resource teachers who provide ongoing support to teachers. The site Learning Director also meets regularly with new teachers to ensure that they receive the training and support necessary to be successful in the classroom.

Alignment of staff development to content standards, assessed student performance, and professional needs (ESEA)

The Curriculum, Instruction, and Assessment (CIA) team identifies the professional development needs for the district. This interdisciplinary team consists of district administrators as well as principals, Learning Directors, and other site personnel. The team analyzes student performance data, discusses results from classroom observations, and evaluates concerns raised during cohort meetings to ensure that professional development needs are reviewed on an ongoing basis. This team also reviews programs and products presented by vendors.

Site administrators and academic coaches work to ensure that strategies taught during professional development opportunities are implemented into classroom instruction. Teachers have received professional development on the implementation of the PLC process. An integral part of teaching with this method is immediate, frequent, purposeful monitoring of student learning. Both teachers and administrators participate in AVID Summer Institute on a yearly basis as appropriate. Site-specific leadership teams determine strands that will meet the learning needs of the students, and teachers share material learned at the institute with the AVID site team to help methodologies such as Writing, Inquiry, Collaboration, Organization, and Reading (WICOR) to be embraced school wide. Advanced Placement teachers participate in AP workshops approximately every other year to remain current on expectations associated with teaching these rigorous courses. Administrators and ELD teachers have participated in staff development relating to the needs of English learners. This professional development centers on the discrete language skills that students need to master in order to gain English fluency. Site administrators are responsible for monitoring the implementation of these methods. English teachers are participating in the Expository Reading and Writing Institute (ERWC) in conjunction with the CSU system that focuses on reading and analyzing informational and argumentative texts in order to prepare students for the rigor of collegiate academics.

Ongoing instructional assistance and support for teachers (e.g., use of content experts and instructional coaches) (EPC)

The site Learning Director, departmental academic coaches, and principal provide invaluable support for both new and veteran teachers. This year new teachers regularly meet to discuss concerns and issues, especially curricular ones, that new teachers face. These meetings cover everything from best instructional practices, collaborating across their cohort, seeking guidance from their department chair for curricular materials and resources, to utilizing remaining time at the end of a class period by checking for understanding, using questioning techniques or exit tickets, or a variety of other strategies. Additionally, new teachers are provided support from the TIP program. In addition, intern-teachers are provided with a veteran teacher mentor, who meets with them on a weekly basis.

Teachers are encouraged to continuously refine their professional practice through participating in professional organizations and through increasing their subject-matter knowledge. DHS has

adopted a school-wide practice of setting clear lesson objectives and "Checking for Understanding" to ensure students are mastering standards as lessons are being taught. Future support efforts include ongoing training on PLC, AVID strategies, Thinking Maps, EDI, DOK through WebAlign, and ELD Strategies. Teachers will also continue to receive support through their cohorts.

Teacher collaboration by grade level (kindergarten through grade eight [K–8]) and department (grades nine through twelve) (EPC)

All teachers participate in subject and grade-level cohorts. These teams work together to analyze and disaggregate data from local assessments, ELPAC, CFAs, and the CAASPP assessments. Under the direction of the site administration, teachers meet every other Wednesday morning to address concerns regarding student learning and achievement. They collaborate to identify teaching methods that will best address the various student learning needs in each classroom. The primary focus of cohorts this year has been improve the data analysis process and refine our interventions. Teachers submit agendas and minutes from their cohort meetings to the Learning Director who reviews these items and monitors the development of pacing guides, assessments, and other curricular projects. Teachers are also provided with time to collaborate after school, on Saturdays, and during the summer as needed.

The site administration meets monthly with the academic leadership team, comprised of ASB, department chairs, and departmental academic coaches, to address barriers and to make recommendations regarding the overall academic program at Delano High School. There has been an increase in collaboration among various disciplines which will become more prevalent throughout the transition to the common core. The AVID site team meets on a monthly basis to address individual student concerns as well as to discuss student performance data, WICOR strategies, recruitment and retention efforts, and the results of classroom observations..

Teaching and Learning

Alignment of curriculum, instruction, and materials to content and performance standards (ESEA)

Each department meets in grade-level and content cohorts to align curriculum, instruction, and materials to current content and performance standards. Documents such as pacing guides, essential standards, and learning targets are reviewed and modified yearly as needed. Teachers receive additional time to work on these documents on an as needed basis.

Adherence to recommended instructional minutes for reading/language arts and mathematics (K–8) (EPC)

Lesson pacing schedule (K–8) and master schedule flexibility for sufficient numbers of intervention courses (EPC)

Availability of standards-based instructional materials appropriate to all student groups (ESEA)

All Delano High School, students have access to appropriate textbooks and instructional materials. Students have access to these materials both during the school day and at home. All science labs are adequately equipped with lab materials and equipment for student use. DHS has purchases enough textbooks for each teacher to have a class set as well as for each student to take a textbook home.

Use of SBE-adopted and standards-aligned instructional materials, including intervention materials, and for high school students, access to standards-aligned core courses (EPC)

DHS offers a variety of class levels from High School level, College Preparatory (CP), College Preparatory Sheltered (CP-S), Honors (HNRS), Advanced Placement (AP) as well as over 80 sections of Dual Enrollment Course in partnership with Bakersfield College, CSUB, and Cerro Coso College. Courses such as AVID provide assistance to students choosing to participate in rigorous courses as well as additional support in the areas of organization, notetaking, and higher-level questions.

All students have access to the core courses. A sequence of courses must be followed in some department,s which build on a foundation information. Delano High School embraces the equity and access statement that “all students deserve an opportunity to participate in rigorous and academically challenging courses and program.” All students who are willing to accept the challenge of a rigorous academic curriculum should be considered for enrollment to AP courses.”

An effort is made to ensure classes at DHS follow a rigorous and challenging scope and sequence, which has been aligned to the CCSS. English Language Learner students are enrolled in appropriate leveled ELD courses and are mainstreamed when reasonable fluency in English has been achieved. DHS has several ELD, tutorial, and/or special education programs in place to help support all of our students. Textbooks and supplementary materials are aligned to the Common Core State Standards and/or the California State Standards and are available for all students to use.

Opportunity and Equal Educational Access

Services provided by the regular program that enable underperforming students to meet standards (ESEA)

Delano High School operates under the philosophy that well-trained teachers will provide the best and most academically challenging education to all students. Teachers have been trained in Explicit Direct Instruction, Differentiated Instruction, AVID strategies, DOK, and other instructional strategies.

Many DHS teachers have been trained in SDAIE methodologies. These strategies ensure that teachers are reaching all students, especially English learners. SDAIE strategies use graphic organizers and visuals, which allow those students with learning disabilities or language barriers to better understand the lesson being taught. SDAIE training occurs on a continual basis for teachers.

The instructional staff at DHS continues to be trained on the use of technology within the classroom. This training has been educating teachers on how they could incorporate websites, music, and videos into instruction as well as utilize Illuminate and Smart Board technology. More recently, our staff has received training in the use of TEAMS for both cohort collaboration and classroom integration.

Teachers at DHS have access to a variety of technological devices for use within the classroom.

Available to the staff are document cameras, Promethean, LCD projectors, televisions, DVD players and overhead projectors. All classrooms are equipped with overhead screens. Every classroom in the math, English, and science department is equipped with a Smartboard, and this technology is moving to other core departments as well. All of our Math and ERWC teachers are equipped with wireless devices to allow them to circulate the classroom during instruction. All ELA, math, science, and many other teachers have been provided with a laptop cart. Additionally, this year, DHS has installed a projector and sound system in the gymnasium.

DHS offers a variety of class levels from English Language Development (ELD--Emerging and Expanding), High School level (Gen), College Preparatory (CP), College Preparatory Sheltered (CP-S), Honors (HNRS) to Advanced Placement (AP) to college courses (Dual Enrollment). Currently, DHS has more Dual Enrollment classes than any other school in Kern County. While the Dual Enrollment Program aims at supporting students in earning post-secondary credit, another intent of the program is to close the achievement gap for all students by increasing student performance in all state and federal assessments, as well as to ensure students are college and career ready. It is also an honor to mention that Delano High School has the first dual graduate student in the District. In 2018-2019, a DHS student graduated simultaneously with an Associate of Arts degree from Bakersfield College and a high school diploma from DHS. This groundbreaking achievement has motivated Delano High School to commit to increasing this number in the upcoming years

AVID provides assistance to students choosing to participate in rigorous courses as well as additional support in the areas of organization, note-taking, and higher-level questions. Our special education classes provide a small class to teacher ratio for English and math and have adopted a push-in model where teachers go to the core classrooms to co-teach the subject matter. Additionally, the special education department has a resource room where students can go throughout the day to seek extra help with areas of difficulty or test with the necessary accommodations.

All students have access to the core curriculum. A sequence of courses, which builds on foundational information, must be followed in some departments. Delano High School embraces the equity and access statement that “all students deserve an opportunity to participate in rigorous and academically challenging courses and program. All students who are willing to accept the challenge of a rigorous academic curriculum should be considered for enrollment to AP courses.”

Advanced Placement classes include the following:

- o English Language and Composition for 12th Grade
- o Statistics
- o Calculus AB
- o Calculus BC
- o Environmental Science AP
- o American Government
- o Economics
- o Biology
- o Physics A
- o Spanish Lang AP.
- o Spanish Lit. AP.

Classes that are offered as Honors courses are:

- o English 9 and 10
- o Geometry
- o Algebra II
- o Trigonometry
- o World History
- o Lab Biology
- o Chemistry
- o Spanish I, II

Dual Enrollment Courses

- o English B1A-BC
- o Spanish B1-BC
- o Hist. 17A-BC
- o Hist. 17B-BC
- o Health B1-BC
- o Student Development-BC
- o Music Appreciation -BC
- o Medical Terminology-BC
- o Communications in Health Care-Cerro Coso
- o Medical Law and Ethics-Cerro Coso
- o Electronic Health Care-Cerro Coso
- o MIS 2000 (Excel Course) -CSUB

Articulated Courses

- o Digital Photography
- o Veterinary Science
- o Computer Literacy
- o Construction
- o Intro to Psychology
- o Spanish 1 CP
- o Spanish Speakers 2P
- o Spanish Speakers 3 CP
- o Spanish Speakers 3P, 3H, 4AP
- o Intro to Woodworking

Our severely Handicapped Special Education students are placed at Cesar Chavez High School to complete grades 9-12 and Robert F. Kennedy High School for 12+ years in a transition program. Delano High School serves mild to moderate special educational students in a Special Day Class setting, focusing on obtaining job skills. The purpose of these specialized programs is to provide customized instruction and curricula that helps these students meet academic standards and take an active, engaged interest in what they learn and can do.

Students are placed in the most rigorous courses possible. If a student wishes to drop down to a lower level course, he or she must first talk to teacher, parent, counselor, and seek final approval from an administrator in which a meeting will be held/ We encourage all students to take rigorous courses in order to foster a belief in academic optimism.

Counselors examine students' Incoming Freshmen ELA and math placement tests, their Spanish I and II Challenge Exams (for native speakers), their CST Life Science scores, teacher

recommendations, and/or grades in previous classes and place students according to their ability and future goals. Teachers also can request student changes, if needed. Students performing below standard on local assessments are identified and are provided with appropriate intervention.

At Delano High School all students have access to completing high school graduation requirements, pursuing an a-g requirement course of study, establishing post-secondary options and joining different school programs. All students, in conjunction with their counselors, construct a four-year plan, which also includes vocational interests and classes which meet these interests. Delano High School students are set to be equipped to meet the expectation of College and Career Readiness.

Upon enrolling, all incoming freshmen are assigned to a counselor who will follow that student through high school until graduation. This offers both the student and the counselor time to work together to develop the student's plan for both high school and post-secondary pursuits and assist students with the 10YearPlan which they create during their College and Career Readiness Class.

Over the course of the school year, counselors regularly visit classes to present DHS graduation requirements, and CSU/UC requirements. Information about assessment tests such as PLAN, PSAT, ACT, and SAT, are shared with students. In 2015 an SAT Prep course was created. This month long course helps prepare students to successfully approach the SAT Exam. In addition, Delano High School is an approved testing facility for the SAT which is a benefit to our students as they in a familiar and comfortable environment. During the 11th grade year students are also encouraged to complete the PSAT, which is the practice SAT offered through the College Board.

Although counselors are the gateway to programs for students at DHS, all staff at DHS help guide students to programs that will assist them to become successful.

The following programs assist students with their academic achievement:

After-School Tutorial: All core departments at DHS offer seventh period tutorials for students who are not currently mastering core academic standards. Tutorial instruction is focused on skills that allow students to meet standards, but all students who want extra help are welcomed. Teachers are encouraged to send students they see are struggling. Additionally, a seventh-period ELPAC prep is provided to EL students to increase their reading, writing, speaking, and listening skills, all of which are assessed on the ELPAC.

CAASPP Preparation: The school has invested in materials and computers designed to increase student achievement on the SBAC to ensure that our students score above or at grade-level on their English and math assessments. Seniors who scored at near grade-level in English are assigned to an Expository Reading and Writing class in order to aide them in becoming college ready in English by the end of their senior year.

Test-Prep: After-school and Saturday tutorials are available for students who wish to further advance and refine skills in order to pass the AP exams or perform higher on SAT and ACT college entrance exams. In addition, we have Reading Horizons, and Doorways to College, which has SAT prep material and practice exams to help bolster student scores on college entrance exams.

Health Academy of Sciences: This academy is a unique partnership between education and industry. This three year program operates as a "school within a school." Students are offered a wide variety of experience and medical knowledge integrated into their academic classes. Students fulfill all college prep graduation requirements. With the many job shadowing experiences, students get a "real life" application of knowledge and hands on skills. Sophomores and juniors receive three

core subject CP classes and one Career Tech. course. Students also receive dual enrollment credit through Cerro Coso and Bakersfield College with an opportunity to pursue a certificate in Medical Assistant Front Office or Clinical Medical Assisting. Seniors also have the option to receive at least one core and one career tech course (North Kern Vocational) combined with over 100 hours of on the job training in specific fields. Upon completion of the program, students are prepared to take the Certified Nursing Assistant state board exams and pursue an AA through Cerro Coso.

Advancement Via Individual Determination (AVID): DHS currently supports the AVID program with the anticipation of taking the program schoolwide. This program targets students who have demonstrated high academic capacity, but through circumstance, may fall short of their potential. Typically they will be the first in their family to attend college and many are from low-income households. For one period a day, students are supported with organizational and study skills, engage in peer tutoring, and learn methods that will increase their achievement on academic assessments and prepare them to succeed in college. AVID offers training for students so they can become certificated AVID tutors once they are in college and training to high school students to become peer tutors. This training not only reinforces their own skills and moves them towards the Tiger Skill of personal responsibility, but is considered by college admission boards as an important indicator of future success in higher education. College tutors have also been hired for the 2019-2020 academic school year.

Career Pathways: Delano High School currently offers the following Career Pathways: Agriculture-Ag Business, Ag Mechanics, and Agriscience; Arts-Performing Arts, Design and Visual Media Arts; Business-Financial Services, Profession Sales and Marketing, Entrepreneurship, Information Support and Services, Integrated Graphics Technology; Health-Therapeutic Services, Patient Care; Welding, Industrial Arts-Architectural and Structural Engineering, Residential and Commercial Construction; Public Services-Legal Practices.

College Tours: Counseling department, CTE Instructors, and the AVID Program make an effort to take students on regular college tours. These trips allow students to experience college life from a unique perspective.

Credit Recovery: DHS has a credit recovery program available during seventh period Monday through Friday and also on Saturdays for students who need to recover credits in order to graduate. Courses are A-G aligned and approved, so students can retake a course in order to be back on track. Students are monitored by teachers and counseling staff while working individually on computers using Edgenuity software.

MESA: Mathematics, Engineering, Science, Achievement: The main goal of the MESA Program is to increase student experience in the sciences. In addition, the program boosts student knowledge of college and higher education, encouraging them to continue their studies past the high school level. Nationwide, roughly 70% of MESA students attend major universities and for Delano High School that number is nearly 100%. In fact, many students have their first university experiences at a MESA-sponsored event. MESA students spend most of the year attending workshops and creating projects that they eventually use in competitions around the state. Robotics, engineering, computer programming, mathematics, biology and public speaking are all part of the MESA curriculum. Projects draw specific attention to real-world engineering problems and students work towards their solutions.

FFA: Every student enrolled in an Ag class is able to participate in FFA. Part of the class grade requires that students participate in a minimum of three FFA activities per semester. These activities range from chapter meetings to helping at the Delano Harvest Festival. The students organize a

Pumpkin Patch for the community which was also opened for one day to local elementary and preschool students. The majority of the FFA activities students participate in are geared towards helping them gain real world experience in the agriculture industry. For example, DHS hosts a citrus judging team. Students judge and give oral presentations on classes of oranges, lemons, and grapefruit. The knowledge they gain about common diseases, pests, and environmental issues that citrus growers face every year is invaluable and can easily allow them to find summer jobs and even part time jobs to help pay for college. Students are also required to have a supervised agriculture experience (SAE) project, where they take the knowledge and skills they have learned in class and apply it to their own projects in hopes of either creating their own agriculture business or gaining experience in an agriculture field by working for a local agriculture business. The knowledge and skills required for them to be successful with their projects comes straight from the lessons taught in the classroom.

Mock Trial: Mock Trial is a competition class where students perform a "mock" trial and learn the steps and procedures of a real court case. Students learn the various roles involved in a court case and the reasoning process of a lawyer, judge, and jury. This experience allows students to take a peek into the courtroom and to the careers involved in the courtroom as well as helps students to develop critical thinking skills. Competition for DHS students are held in the Bakersfield's courthouses which adds to the flavor of a real courthouse experience.

College and Career Readiness: In partnership with Bakersfield College, Delano High School has incorporated a total of six dual enrollment courses offered to our students. These courses are taught by Delano High School teachers who have been approved as adjunct professors with Bakersfield College. A dual enrollment parent meeting was held to educate parents on the benefits of their child's dual enrollment course. Courses offered at Delano High School are English B1a, Exp. Writing, History 17a and 17b, Health, and Student Development.

CTEIG Training Center (formerly NKVC): This program recently closed, but was absorbed by Delano High School. 5 teachers are now part of the DHS staff and provide instruction to DHS students as well as other students across the district, which includes vocational training. This provides students hands-on training and experience in a wide range of occupations. \

Nursing
Auto Body
Health Occupations
Retailing and Etailing
Welding
Criminal Justice

Special Education students may enroll in these courses at any grade level.

Post Graduation Programs: DHS counselors also help graduating seniors apply to the University of California system of admissions with University of California's Eligibility in the Local Context (ELC) and On Track program. The ELC student must have a minimum UC-calculated GPA of 2.8, have completed a specific pattern of at least eleven academic courses, and rank in the top four percent of the high school class. For On Track, they must have a minimum UC-calculated GPA of 2.8, have completed a specific pattern of academic courses, and rank in the top 5 to 12.5 percent of their high school class.

Work Experience Education: Work Experience Education (WEE) is a California State regulated program, which allows students who are at least 16 years of age, with part-time jobs, to earn elective

credits toward graduation. Delano High School offers Vocational, Exploratory, and Regular Work Experience.

Student Support: Delano High School is committed to providing students with educational opportunities that will ensure their academic success. All academic programs at DHS stress standards-based curriculum and the pursuit of academic excellence. DHS has also committed a large amount of resources to providing students with an appropriate amount of support to ensure they reach their personal and the district's academic goals. Students who are classified as Special Education, Migrant, GATE, EL (English Learner) or LEP (Limited English Proficiency) have access to programs that support their academic needs. Selective classroom placement attempts to group students with similar needs and academic goals together so they may better receive strategic classroom instruction. Procedures for Special Education students are implemented and followed so that teachers are made aware of any special needs a student might have. As part of this process, Special Education teachers inform teachers of identified students with instructional methods that can be implemented or other student management suggestions that may increase the chances of such students succeeding in the classroom.

Even students who are in the most rigorous courses offered at DHS, specifically the Dual Enrollment, Honors classes, have access to tutorial sessions designed to meet their academic needs. Counselors and Teachers keep track of student progress and make suggestions and placement decisions that focus on the students' immediate and long term needs. Some students have circumstances that may impair their academic success and place them at risk of dropping out of school or of not completing the graduation requirements. In these cases staff and teachers collaborate to identify problems that impair student success and construct a strategy to address those issues and facilitate student success. Students with immediate needs, but who do not qualify for specific program services, have access to after-school tutorial, either in the school library or with individual teachers. AVID is another program that is tailored to meet the needs of students wishing to go to college but who need extra assistance and guidance to improve their chances of achieving that goal.

Support Services for Academic Success

The counseling department provides the initial placement of students as they enter DHS. The same counselor stays with an incoming class all four years they are at DHS. When registering for classes, counselors meet with students and parents to outline a four-year plan based on their academic goals and needs. Past CST and SBAC scores and any other data concerning the incoming student that is provided by feeder schools or the last school attended are used to assess initial placement and to determine if immediate support services need to be assigned to the student. At least twice a year students are called in to see their counselor to check on academic progress and on how they are meeting the objectives of their four-year plan. Adjustments to the plan can be made and/or support services can be recommended at that time. Upon entering the 10th grade students may take the PLAN Test, which is a preliminary ACT test for college admissions. Students may take the ACT and SAT exams their 11th and 12th grade years. Counselors may also arrange for students to take the Armed Services Vocational Aptitude Battery (ASVAB) for those considering joining the Armed forces after graduation. During the 2018-2019, military representatives administered ASVAB exam on site. Counselors provide an important service in assisting students in reaching their immediate and long-term academic goals.

Advancement Via Individual Determination (AVID) supports students who have a stated goal of attending and graduating from a four-year college or university. AVID has criteria for which students are selected. The most common qualification among DHS AVID students is for those who come

from families without a history of college attendance and other economic and social factors that have been identified as obstacles to successful completion of college. AVID has the built-in feature of tutorial services and its curriculum is designed to improve students reading, writing and critical thinking skills. In most cases, students in AVID will spend all four years in the program with the same teacher. Thus, the teacher is better able to assess progress and provide adequate support along the student's four-year plan.

After school tutorial is offered to all students in core classes. Students may be assigned tutorial by their teacher if they are not meeting the academic goals of the class or students may request assistance in their learning of the academic content. No core subject area has fewer than two days per week of tutorial. Currently English, Science, Social Studies, and Math offer three days of tutorial per week.

DHS offers Dual Enrollment, Honors, and Advanced Placement courses to any student who wishes to challenge himself/herself with more rigorous classes. Students may also be recommended for Honors and AP classes by any of their classroom teachers. Honors and AP classes have an open enrollment policy. DHS has dedicated resources to create an after-school tutorial opportunities for AP students. In these tutorial sessions, students can receive the support needed to acquire and develop the academic skills required by the College Board and the AP curriculum.

DHS has a late bus schedule for students who miss the regularly scheduled buses in order to attend after-school tutorial sessions. We also provide buses for students who need to attend a Saturday tutorial. Zero Period buses also run regularly for students wishing to receive tutorial services before school.

English language learners (ELs) receive support based on their academic needs. ELD teachers use the Edge curriculum, and teachers worked diligently to create a scope and sequence aligned to this new text as well as to the new ELD standards. Students are enrolled in emerging and expanding ELD courses designed to teach student the English with a particular focus on academic language. English Sheltered classes are offered in the core subjects and assist students in developing their English reading, writing, and speaking skills while at the same time acquiring academic core content. DHS achieved its state and federal goals for instructing EL students as outlined by the Annual Measurable Achievement Objectives (AMAOs).

Individualized Learning Plans and Support

Students have considerable access to support services, activities and other opportunities at DHS and a somewhat limited access to support, activities and other opportunities within the community.

Access to DHS support services can come via teacher, parent or student inquiry or referral. Tutorial sessions are open to any student who needs or feels they need extra assistance to master learning objectives. Late buses run afterschool to ensure students with transportation needs can participate in afterschool learning, club, or athletic endeavors. All students are invited to take part in the school's extensive athletic teams and clubs so long as they meet district, state, and sometimes national (for certain clubs) requirements. If a cost is involved to participate in such activities, several community organizations are either solicited or volunteer their assistance. Fundraising in the community occurs as a regular method to help defray the costs of such activities and to ensure maximum participation on behalf of the student body. High-performing students have access to the most rigorous education programs at DHS and such programs are open to any and all who wish to enroll.

The school has a number of services in place to address the needs of students in the areas of health, career and personal counseling, and academic assistance. An inclusive referral process is in place for those students who do not already meet the needs of special services upon enrollment.

Sometimes the need for services arises during a student's matriculation. Student health is an ongoing concern at DHS and is closely monitored by our school site nurse. Immunization records are kept and immunization services are offered at no or low cost to parents. Most of the students at DHS qualify for reduced or free lunches. Students may request to see their counselor for whatever reason they wish. If further attention is needed that is outside the scope of the counselors' abilities or duties, the student may be referred to the school psychologist, nurse, or county services that will better address their needs.

DHS offers career guidance for students. Students have access and assistance to explore college options and receive assistance in the application process for both enrollment and financial assistance. Career Center personnel also help students find and apply for scholarships offered by local, state and national organizations. Students who are interested in post-graduation careers that do not require college have access to enrollment at North Kern Vocational classes. Armed Forces recruiters are frequently on campus and are available for students and parent inquiries.

Students who are experiencing difficulty in meeting academic and behavioral expectations causing them to be at risk of not graduating may be referred to a Student Success Team (SST). The SST consists of the student, parent, counselor, teachers, administrators, school psychologists and any appropriate outside services such as probation officer or child services caseworker. The SST will produce a plan that is designed to meet the needs of the student while at the same time assist them in reaching the district's academic and behavioral expectations.

For those students who are behind in credits and need an opportunity to recover course credits, two programs are available on the DHS campus. Credit Recovery is offered after school during 7th period and on Saturdays using the Edgenuity program.

Equal Access to Curriculum and Support

Any student may be referred by a teacher, counselor or administrator to receive support through Special Services. Each student has an annual meeting with their counselor to review their four-year plan. Any student may attend tutorial sessions. All Advanced Placement and college preparatory classes are "open enrollment." Some classes are offered as a zero period (before the regular schedule) or 7th period (after the regular schedule) to accommodate the academic and personal growth goals of our students. A late bus schedule is in place to provide transportation for any student who normally rides the bus but has chosen to attend tutorial, or has a 7th period class.

Strategies for Student Growth and Development

Teachers are encouraged to utilize traditional strategies that have been proven to promote student success. Furthermore, teachers are encouraged to research, learn and adopt contemporary strategies that capitalize on new technologies and current research on student learning in order to better assist student learning as they access the curriculum. Blends of "traditional" and contemporary teaching strategies are employed throughout the campus. New technologies provide teachers with appropriate methods to teach students. Most classrooms use projection technology that range from LCD projectors to interactive smart boards. DHS has adopted a school wide practice

of setting clear lesson objectives and “Checking for Understanding” to ensure students are mastering standards as lessons are being taught. Assessment opportunities are in place to ensure students are not being left behind. Options are available to those students who are not making satisfactory progress. Tutorial sessions offer students extra instructional time. The low teacher to student ratio in such afterschool tutorial sessions offers students more direct teacher-student interaction.

The school is held accountable for state and federal measures. Teachers and administration also monitor students’ progress on the local assessments. FACS and other benchmark assessments are in place to ensure student learning prior to mandated testing such as the SBAC. Afterschool tutorial involves a sign in sheet to see who is going to tutorial, how often they are going and for what purpose.

Co-Curricular Activities

DHS recognizes the influence curricular and co-curricular activities can have on learning. These activities are structured in such a way as to promote learning. There are several opportunities for students to engage in learning outside the classroom to support the learning that takes place inside the classroom. Several academic competitions inspire students to delve deeper into the curriculum and find new and relevant ways to apply what is being learned. Organized school sports are also influential in motivating many students to maintain a higher level of academic performance than if that opportunity were not open to them. Several academic clubs on campus have minimum GPA requirements, thus offering some incentive among the student population to achieve and maintain a high level of academic performance. Several of the clubs that do not have an academic focus also offer students a creative social and participatory outlet that may simply make coming to school a more positive prospect.

The school puts forth a continuous effort to evaluate the effectiveness of its support services. The school promotes student involvement in co-curricular activities. Student grade/progress reporting takes place four times per semester using the Aeries Program. The frequency of these reports is to monitor the progress students have in achieving the learning goals of the courses they are taking. The Student of the Month Program identifies students who are doing well or have made notable progress in their classes. Often times, co-curricular activities (as opposed to extra-curricular) require concurrent enrollment in the class most closely associated with that co-curricular activity. Examples of co-curricular activities at Delano High School are Mock Trial, MESA, choir, band, and agriculture. At the beginning of each school year WOW (Week of Welcome) is held during lunch to give clubs the chance to promote their cause and seek new members.

The research-based actions listed here for improving ELD instruction and student learning derive from the work of a Superintendent’s Task Force on English Learner Education Achievement that met from late 2007 to 2009 to address early signs that progress in ELD for some student cohorts was declining. This task force featured broad leadership participation from all sites, as well as key district leaders, including the Superintendent. From that work, the following measurable objectives were derived.

Evidence-based educational practices to raise student achievement

A Focus on Learning

The very essence of a learning community is a focus on and a commitment to the learning of each student. When a school or district functions as a PLC, educators within the organization embrace

high levels of learning for all students as both the reason the organization exists and the fundamental responsibility of those who work within it. In order to achieve this purpose, the members of a PLC create and are guided by a clear and compelling vision of what the organization must become in order to help all students learn. They make collective commitments clarifying what each member will do to create such an organization, and they use results-oriented goals to mark their progress. Members work together to clarify exactly what each student must learn, monitor each student's learning on a timely basis, provide systematic interventions that ensure students receive additional time and support for learning when they struggle, and extend and enrich learning when students have already mastered the intended outcomes.

A corollary assumption is that if the organization is to become more effective in helping all students learn, the adults in the organization must also be continually learning. Therefore, structures are created to ensure staff members engage in job-embedded learning as part of their routine work practices.

There is no ambiguity or hedging regarding this commitment to learning. Whereas many schools operate as if their primary purpose is to ensure that children are taught, PLCs are dedicated to the idea that their organization exists to ensure that all students learn essential knowledge, skills, and dispositions. All the other characteristics of a PLC flow directly from this epic shift in assumptions about the purpose of the school.

A Collaborative Culture With a Focus on Learning for All

Collaboration is a means to an end, not the end itself. In many schools, staff members are willing to collaborate on a variety of topics as long as the focus of the conversation stops at their classroom door. In a PLC, collaboration represents a systematic process in which teachers work together interdependently in order to impact their classroom practice in ways that will lead to better results for their students, for their team, and for their school.

Collective Inquiry Into Best Practice and Current Reality

The teams in a PLC engage in collective inquiry into both best practices in teaching and best practices in learning. They also inquire about their current reality including their present practices and the levels of achievement of their students. They attempt to arrive at consensus on vital questions by building shared knowledge rather than pooling opinions. They have an acute sense of curiosity and openness to new possibilities.

Collective inquiry enables team members to develop new skills and capabilities that in turn lead to new experiences and awareness. Gradually, this heightened awareness transforms into fundamental shifts in attitudes, beliefs, and habits which, over time, transform the culture of the school.

Working together to build shared knowledge on the best way to achieve goals and meet the needs of clients is exactly what professionals in any field are expected to do, whether it is curing the patient, winning the lawsuit, or helping all students learn. Members of a professional learning community are expected to work and learn together.

Action Orientation: Learning by Doing

Members of PLCs are action oriented: they move quickly to turn aspirations into action and visions into reality. They understand that the most powerful learning always occurs in a context of taking

action, and they value engagement and experience as the most effective teachers.

A Commitment to Continuous Improvement

- Inherent to a PLC are a persistent disquiet with the status quo and a constant search for a better way to achieve goals and accomplish the purpose of the organization. Systematic processes engage each member of the organization in an ongoing cycle of:
- Gathering evidence of current levels of student learning
- Developing strategies and ideas to build on strengths and address weaknesses in that learning
- implementing those strategies and ideas
- Analyzing the impact of the changes to discover what was effective and what was not
- Applying new knowledge in the next cycle of continuous improvement

The goal is not simply to learn a new strategy, but instead to create conditions for a perpetual learning environment in which innovation and experimentation are viewed not as tasks to be accomplished or projects to be completed but as ways of conducting day-to-day business—forever. Furthermore, participation in this process is not reserved for those designated as leaders; rather, it is a responsibility of every member of the organization.

Results Orientation

Finally, members of a PLC realize that all of their efforts in these areas (a focus on learning, collaborative teams, collective inquiry, action orientation, and continuous improvement) must be assessed on the basis of results rather than intentions. Unless initiatives are subjected to ongoing assessment on the basis of tangible results, they represent random groping in the dark rather than purposeful improvement.

This focus on results leads each team to develop and pursue measurable improvement goals that are aligned to school and district goals for learning. It also drives teams to create a series of common formative assessments that are administered to students multiple times throughout the year to gather ongoing evidence of student learning. Team members review the results from these assessments in an effort to identify and address program concerns (areas of learning where many students are experiencing difficulty). They also examine the results to discover strengths and weaknesses in their individual teaching in order to learn from one another. Most importantly, the assessments are used to identify students who need additional time and support for learning. Frequent common formative assessments represent one of the most powerful tools in the PLC arsenal.

Parental Engagement

Resources available from family, school, district, and community to assist under-achieving students (ESEA)

DHS staff knows how influential the family, the school, the DJUHSD, and the community is on the success of a child's education. DHS employs a variety of programs and strategies to help support our underachieving students:

Y2L Family Academy: This school year Delano High School is proud to partner with Youth 2 Leaders (Y2L) Foundation Family Academy. Y2L is a non-profit organization dedicated to ensuring that the next generation of Kern County students has the opportunity to go to college by educating parents, students, and schools on financial assistance opportunities such as scholarships and Federal

Financial aide.

Cash For College: Delano High School also offers a Financial aid assistance night for students and parents to complete their FAFSA application. DHS counselors along with college student volunteers help parents navigate the financial aid process.

Parent University: Some of the topics for the 2019-2020 year include:

Grade Level Updates presented by DHS Counselors
UC/CSU Requirements...How can my child get accepted to a University?
Tech Night. Learning Apps
Aeries Parent Portal by DHS Counselors
Coffee with the Principal
How to find scholarships online and locally?
Parent Project .. Learn about Positive Behavior Strategies
Parent Paint Night presented by Mrs. Campbell, Art Teacher
Bakersfield College Presentation "What does BC offer?"- Abel Guzman
CTE Pathways.. Career and Technical Courses Presented by Paul Chavez
Zumba Parent Night presented by ASB
Parent Recognition Ceremony

Gang Awareness Workshop: Parents are given the opportunity to attend a Gang Awareness Workshop presented by the Delano Police Department. Parents learn about the effects of gang life and strategies to keep their students out of gangs.

Delano High School puts considerable effort toward informing parents of the events and educational practices regarding their student. Parents are also given frequent updates concerning the progress of their student and the school as a whole. Parents now have access to students' grades via the Aeries Parent Portal. Parents are informed via the District and DHS websites of the school's data, goals and achievements. The district has implemented an automatic phone call system called Blackboard Connect that calls parents with information regarding their student or with an announcement of upcoming events that they need to be aware of, such as CELDT testing, so they can take steps to maximize student performance. This information is also mailed home. An LED marquee was installed in front of the school in 2005. Facing the intersection of Cecil and Norwalk, the marquee announces upcoming events with times, dates, and locations as well as informing the community of recent successes. Most recently, the counseling department purchase a marquee within the school to announce scholarships to students, staff, and parents.

Parent Grade Level Meetings: Counselors host Grade Level Parent Meetings to educate and inform parents on the important events and opportunities pertaining to their child's current grade. Parents were educated on items such as graduation requirements, college entrance requirements, financial aid, and parent/student support offered at Delano High School.

Academic Awards Night: Each Spring parents are invited to celebrate the academic success of several of our students as we recognize the hard work that was accomplished during the school year.

Back to School Night, held once a year in early August, provides the opportunity for parents to interact with teaching staff and administration. The evening begins with a meeting in the auditorium where the principal introduces the staff, and shares last year's academic success and the current year's goals and plans. Afterwards, parents are provided with their student's schedule and they then

proceed to their child's first period class. Teachers have a ten-minute period to distribute a handout regarding curriculum, class goals, and expectations. Teachers provide parents with their school phone number, email address, and the procedures to set up a parent-teacher conference if one is needed in the future. Teachers welcome any parent inquiries about student progress and behavior and also offer parents some suggestions to follow at home to help their students develop academically.

Student Study Teams (SSTs) are also assembled when a student is not experiencing academic success. Parents, the student's teachers, and any relevant support staff (for example school psychologist and/or drop out intervention specialists) meet to develop an academic and behavioral plan to assist the student in question.

Parents and students are notified of the annual College Night event held in nearby Bakersfield each fall. This event allows students and parents to obtain information from the dozens of colleges represented at this event. The district provides buses for those who wish to attend but who need transportation. The DHS Counseling Department also arranges for a financial aid workshop for those students who plan to attend college. Parents are informed of these events and are encouraged to attend and provide assistance to parents in completing the FAFSA.

Involvement of parents, community representatives, classroom teachers, other school personnel, and students in secondary schools, in the planning, implementation, and evaluation of ConApp programs (5 California Code of Regulations 3932)

The Delano High School administration and staff recognize the importance and role of parental involvement in the personal and academic growth of students. The community, which includes civic and business organizations and parents, has had a hand in many events that take place at DHS. In most cases, the community can be trusted to support several of the endeavors our school undertakes to achieve the personal and academic goals set for our students. Traditionally, parental involvement at DHS has been low, but parent participation continues to improve. Administration, with support and participation of the staff, has created many new opportunities for parents to participate and has actively solicited the community to get involved in activities at DHS. Parental and community involvement, in both the whole-school setting and in specific programs, is welcomed and is seen as a powerful tool to assist our students in reaching their academic goals and affording them opportunities for personal development.

Parents provide input and are active decision makers in the teaching and learning process through participation in committees at DHS. The School Site Council consists of teachers, students, administrators and parents. Membership on this committee is a two year commitment. The major task assigned to this committee is the development and monitoring of the Single Plan for Student Achievement which oversees and manages the implementation of several categorically funded programs. Annual reports from programs funded through this process are submitted and reviewed by the School Site Council. All members of this committee are considered equal shareholders and may add comments and offer advice to the directors of these programs. Parents are also members of the AVID Parent Committee, English Learner Advisory Committee, Title I Committee, the WASC Focus on Learning Committee, Athletic Booster, and the Migrant Education Committee.

As with the School Site Council, parents have direct involvement in the decision making process and the direction regarding the teaching/learning process of students at DHS. Parents are also welcome to attend monthly and special school board meetings. Parents are given the opportunity address the board concerning individual student matters or offer input and advice towards items on the agenda.

English Learner Advisory Committee (ELAC) meets quarterly to discuss the needs of our English Learners, as well as to evaluate existing programs and to analyze school goals and ways in which we can improve services to these students.

Funding

Services provided by categorical funds that enable underperforming students to meet standards (ESEA)

Staff Development: Teachers are trained in culture of PLC through Solution Tree, DOK through WEBAlign, use of technology, AVID methodologies, CTE, Advanced Placement teachers participate in AP workshops approximately every other year to maintain current on expectations associated with teaching these rigorous courses on campus. Administrators and ELD teachers have participated in staff development relating to the needs of English learners. This professional development centers on the discrete language skills that students need to master in order to gain English fluency. Site administrators are responsible for monitoring the implementation of these methods. English teachers are participating in the Expository Reading and Writing institute (ERWC) in conjunction with the CSU system that focuses on reading and analyzing informational and argumentative texts.

Cohort Meetings: Cohort Meetings will be held 2 times a month for 2 hours (and sometimes more often as needed). Teachers use these meetings to look at data, analyze curriculum, discuss strategies, and differentiate instruction.

Supplementary Instructional Materials: The materials are purchased as needed to supplement the current textbooks. All supplemental materials are aligned with the CCSS and are approved by the SBE.

After School Tutorial: Each core department holds regular after school tutorial sessions to help students who are struggling. These sessions are used for individual tutoring, test taking, or to allow a student a quiet place to study and complete homework.

After school tutorial is in its third year at DHS and it is a program that allows teachers to give students who are falling behind in classwork or homework a chance to complete assignments as well as receive additional tutorial options.

Advancement Via Individual Determination (AVID): AVID is a program that targets those students in the middle and provides them with the support they need to succeed in high school and to prepare them for college or the workforce. AVID is a support program that helps students develop organizational and study skills, as well as offering them tutorial program. DHS is proud to say that we have four AVID classes during the school day and we are hoping to expand this program in the future.

Parent Meetings: Parents are always encouraged to contact their child's teacher(s) on a regular basis. Parents have several different ways to request a meeting: either by calling the school counseling office, by emailing the teacher directly, or by calling the teacher. Parent meetings are scheduled before school, during school, and after school.

Instructional Coaches: English and math departments have Instructional Coaches who provide the support and model lessons for department members.

Curriculum Alignment: Every core department is expected to align their curriculum with the Common

Core State Standards and the department chairs and Resource Teachers are responsible for leading this movement.

Learning Software: Edgenuity Credit Recovery, Reading Horizons, Illuminate, CommonLit, and NewsELA.

Academic Coaches: Math and English Language Arts have AC that provide instructional supports for members of their departments.

Fiscal support (EPC)

The following is a list of Federal and State Programs that offer fiscal support:

Title I	\$610,910.00
Title II	\$61,187.00
Title III	\$22,631.00
Title I Parent Involvement	
Title IV	\$30,000.00
Perkins	\$65,515.00
LCAP	\$3,579,650.00
Site Total:	\$4,369,893.00

Stakeholder Involvement

How, when, and with whom did the school consult as part of the planning process for this SPSA/Annual Review and Update?

Involvement Process for the SPSA and Annual Review and Update

Delano High's Single Plan for Student Achievement has been reviewed, analyzed, and updated by all site stakeholders. For the 2019-2020 academic year, the Site Leadership team reviewed and made necessary updates on Thursday, September 24th during its monthly leadership meeting. Once updates were made by the leadership team, teachers had an opportunity to review and make additional changes on Wednesday, October 16th. Delano High School parents were informed of the goals outlined on the SPSA and had an opportunity to collaboratively work on updates during two stakeholder meetings: Title 1 and English Language Advisory Committee meetings. Both meetings were held on Thursday, September 12th at 5:30 PM and 6:30 PM in the Jon McDowell Parent Center. On September 17, 2019, students, parents, community members, classroom teachers, and classified staff making up the School Site Council were able to review and approve the site's SPSA. The SPSA is scheduled to be approved by the Board of Trustees on Tuesday, November 13th, 2019.

Site Administration, instructional staff, counselors will continue to provide updates at cohort meetings, leadership team meetings, Board Meetings, and student advisory group meetings about progress toward goals outlined on the SPSA. Results will be reported to all stakeholders during relevant Back to School Night, Title 1, School Site Council, cohort, and leadership meetings.

A summary of the meetings that were held during the 2018-2019 academic year are listed below:

Delano High in collaboration with DJUHSD conducted stakeholder meetings throughout the year with parent advisories, school and district administrators, teachers, students, and other staff

members. Delano High School also consulted with Delano Joint Union High School District Teachers Association and California School Employees Association in the review and analysis of the LCAP. An LCAP public forum was held on May 9, 2019 for review of the proposed actions and for comment from the public. A summary of those meetings is outlined below.

Teachers: LCAP stakeholder meeting was held on 1/30/2019.

Specialized Instructional Support Personnel: LCAP Stakeholder meeting was held on 2/14/2019.

Students: LCAP stakeholder meeting was held on 2/15/2019.

Stakeholder meetings were held with district staff that included counselors, psychologist, nurses and classified staff from each high school on 2/15/2019.

School and Student Performance Data

Student Enrollment Enrollment By Student Group

Student Enrollment by Subgroup						
Student Group	Percent of Enrollment			Number of Students		
	16-17	17-18	18-19	16-17	17-18	18-19
American Indian	0.1%	0.14%	0.22%	2	2	3
African American	0.4%	0.35%	0.22%	6	5	3
Asian	0.8%	0.50%	0.72%	12	7	10
Filipino	16.2%	15.35%	14.55%	242	217	203
Hispanic/Latino	80.4%	82.11%	82.8%	1,201	1161	1,155
Pacific Islander	0.2%	0.14%	0.14%	3	2	2
White	1.3%	0.99%	1.15%	19	14	16
Multiple/No Response	0.1%	%	%	1		
Total Enrollment				1,494	1414	1,395

Student Enrollment Enrollment By Grade Level

Student Enrollment by Grade Level			
Grade	Number of Students		
	16-17	17-18	18-19
Grade 9	398	362	353
Grade 10	398	372	354
Grade 11	356	351	349
Grade 12	334	323	339
Total Enrollment	1,494	1,414	1,395

Conclusions based on this data:

1. Student demographics continue to remain relatively similar over the last couple of years.
2. There has been a slight decrease on student enrollment over the last three years.
3. As of October 29th, there are 1,373 students actively enrolled at Delano High School.

School and Student Performance Data

Student Enrollment English Learner (EL) Enrollment

English Learner (EL) Enrollment						
Student Group	Number of Students			Percent of Students		
	16-17	17-18	18-19	16-17	17-18	18-19
English Learners	459	444	376	30.7%	31.4%	27.0%
Fluent English Proficient (FEP)	657	643	701	44.0%	45.5%	50.3%
Reclassified Fluent English Proficient	69	47	118	16.1%	10.2%	26.6%

Conclusions based on this data:

1. There has been an increase in English Learners over the last three years.
2. Our RFEF percentages have increased steadily since 2016-2017.
3. Our FEP percentages remained steady at 45% for 2 years, with a 5% increase in 2018-2019.

School and Student Performance Data

CAASPP Results English Language Arts/Literacy (All Students)

Overall Participation for All Students												
Grade Level	# of Students Enrolled			# of Students Tested			# of Students with			% of Enrolled Students		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	335	328	337	331	325	337	331	325	337	98.8	99.1	100
All	335	328	337	331	325	337	331	325	337	98.8	99.1	100

* The “% of Enrolled Students Tested” showing in this table is not the same as “Participation Rate” for federal accountability

Overall Achievement for All Students															
Grade Level	Mean Scale Score			% Standard			% Standard Met			% Standard Nearly			% Standard Not		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	2627.	2623.	2615.	34.44	28.92	28.78	36.25	40.62	36.80	17.82	20.31	20.77	11.48	10.15	13.65
All Grades	N/A	N/A	N/A	34.44	28.92	28.78	36.25	40.62	36.80	17.82	20.31	20.77	11.48	10.15	13.65

Reading Demonstrating understanding of literary and non-fictional texts									
Grade Level	% Above Standard			% At or Near Standard			% Below Standard		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	40.18	29.23	32.05	42.90	52.92	44.21	16.92	17.85	23.74
All Grades	40.18	29.23	32.05	42.90	52.92	44.21	16.92	17.85	23.74

Writing Producing clear and purposeful writing									
Grade Level	% Above Standard			% At or Near Standard			% Below Standard		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	43.50	39.69	40.95	45.02	48.00	47.48	11.48	12.31	11.57
All Grades	43.50	39.69	40.95	45.02	48.00	47.48	11.48	12.31	11.57

Listening Demonstrating effective communication skills									
Grade Level	% Above Standard			% At or Near Standard			% Below Standard		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	27.19	24.92	22.85	59.52	63.69	66.77	13.29	11.38	10.39
All Grades	27.19	24.92	22.85	59.52	63.69	66.77	13.29	11.38	10.39

Research/Inquiry Investigating, analyzing, and presenting information									
Grade Level	% Above Standard			% At or Near Standard			% Below Standard		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	46.83	48.00	36.80	42.30	43.08	50.15	10.88	8.92	13.06
All Grades	46.83	48.00	36.80	42.30	43.08	50.15	10.88	8.92	13.06

Conclusions based on this data:

1. DHS continues to perform strongly in English. This past spring, nearly 67% of our 11th grade students were considered college ready based on the English portion of the CAASPP, meeting or exceeding state standards, which is above state and county averages.
2. The school staff will continue to analyze student performance data as well as refine instructional and support programs in order to continue to improve national, state, and local assessment results.
3. DHS will focus on the Listening strand, which proved to need the most support.

School and Student Performance Data

CAASPP Results Mathematics (All Students)

Overall Participation for All Students												
Grade Level	# of Students Enrolled			# of Students Tested			# of Students with			% of Enrolled Students		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	334	328	337	331	325	337	331	325	337	99.1	99.1	100
All	334	328	337	331	325	337	331	325	337	99.1	99.1	100

* The “% of Enrolled Students Tested” showing in this table is not the same as “Participation Rate” for federal accountability purposes.

Overall Achievement for All Students															
Grade Level	Mean Scale Score			% Standard			% Standard Met			% Standard Nearly			% Standard Not		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	2569.	2587.	2576.	11.18	14.15	11.87	22.05	26.46	22.55	23.56	23.08	28.19	43.20	36.31	37.39
All Grades	N/A	N/A	N/A	11.18	14.15	11.87	22.05	26.46	22.55	23.56	23.08	28.19	43.20	36.31	37.39

Concepts & Procedures Applying mathematical concepts and procedures									
Grade Level	% Above Standard			% At or Near Standard			% Below Standard		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	21.75	31.08	22.85	29.61	26.15	33.83	48.64	42.77	43.32
All Grades	21.75	31.08	22.85	29.61	26.15	33.83	48.64	42.77	43.32

Problem Solving & Modeling/Data Analysis Using appropriate tools and strategies to solve real world and mathematical problems									
Grade Level	% Above Standard			% At or Near Standard			% Below Standard		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	13.90	13.23	13.35	45.32	52.92	46.59	40.79	33.85	40.06
All Grades	13.90	13.23	13.35	45.32	52.92	46.59	40.79	33.85	40.06

Communicating Reasoning Demonstrating ability to support mathematical conclusions									
Grade Level	% Above Standard			% At or Near Standard			% Below Standard		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Grade 11	16.01	20.00	15.13	58.31	56.31	57.57	25.68	23.69	27.30
All Grades	16.01	20.00	15.13	58.31	56.31	57.57	25.68	23.69	27.30

Conclusions based on this data:

1. DHS performed above the county average this past spring with 34.6% of our 11th grade students meeting or exceeding standards.
2. There was a decline in student achievement, however teachers and admin are working aggressively to see increased proficiency in the current year.

3. The school community will continue to analyze student performance data as well as refine instructional and support programs in order to continue to improve national, state, and local assessment results.

School and Student Performance Data

ELPAC Results

ELPAC Summative Assessment Data Number of Students and Mean Scale Scores for All Students								
Grade Level	Overall		Oral Language		Written Language		Number of Students Tested	
	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19
Grade 9	1542.1	1531.4	1537.6	1526.7	1546.2	1535.6	110	85
Grade 10	1537.3	1554.3	1528.3	1552.6	1545.8	1555.5	99	103
Grade 11	1555.3	1549.6	1553.2	1548.5	1556.9	1550.2	54	82
Grade 12	1542.8	1553.2	1529.7	1542.2	1555.5	1563.5	41	44
All Grades							304	314

Overall Language Percentage of Students at Each Performance Level for All Students										
Grade Level	Level 4		Level 3		Level 2		Level 1		Total Number of Students	
	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19
9	25.45	14.12	35.45	31.76	23.64	31.76	15.45	22.35	110	85
10	26.26	15.53	32.32	41.75	24.24	29.13	17.17	13.59	99	103
11	*	12.20	50.00	34.15	22.22	32.93	*	20.73	54	82
12	*	11.36	31.71	36.36	36.59	40.91	*	11.36	41	44
All Grades	23.68	13.69	36.51	36.31	25.33	32.48	14.47	17.52	304	314

Oral Language Percentage of Students at Each Performance Level for All Students										
Grade Level	Level 4		Level 3		Level 2		Level 1		Total Number of Students	
	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19
9	38.18	27.06	35.45	35.29	18.18	16.47	*	21.18	110	85
10	42.42	32.04	31.31	38.83	14.14	18.45	12.12	10.68	99	103
11	55.56	23.17	29.63	47.56	*	12.20	*	17.07	54	82
12	34.15	13.64	43.90	54.55	*	20.45	*	11.36	41	44
All Grades	42.11	25.80	34.21	42.36	15.13	16.56	8.55	15.29	304	314

Written Language Percentage of Students at Each Performance Level for All Students										
Grade Level	Level 4		Level 3		Level 2		Level 1		Total Number of Students	
	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19
9	10.00	1.18	28.18	20.00	28.18	42.35	33.64	36.47	110	85
10	*	3.88	32.32	30.10	26.26	39.81	34.34	26.21	99	103
11	*	4.88	24.07	14.63	48.15	50.00	22.22	30.49	54	82
12	*	4.55	29.27	27.27	31.71	40.91	31.71	27.27	41	44
All Grades	7.89	3.50	28.95	22.93	31.58	43.31	31.58	30.25	304	314

Listening Domain Percentage of Students by Domain Performance Level for All Students									
Grade Level	Well Developed		Somewhat/Moderately		Beginning		Total Number of Students		
	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19	
9	34.55	9.41	52.73	67.06	12.73	23.53	110	85	
10	34.34	10.68	50.51	78.64	15.15	10.68	99	103	
11	37.04	6.10	46.30	58.54	*	35.37	54	82	
12	*	4.55	63.41	63.64	*	31.82	41	44	
All Grades	32.89	8.28	52.30	68.15	14.80	23.57	304	314	

Speaking Domain Percentage of Students by Domain Performance Level for All Students									
Grade Level	Well Developed		Somewhat/Moderately		Beginning		Total Number of Students		
	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19	
9	58.18	56.47	33.64	22.35	*	21.18	110	85	
10	59.60	70.87	30.30	17.48	*	11.65	99	103	
11	75.93	68.29	22.22	21.95	*	9.76	54	82	
12	60.98	70.45	34.15	22.73	*	6.82	41	44	
All Grades	62.17	66.24	30.59	20.70	7.24	13.06	304	314	

Reading Domain Percentage of Students by Domain Performance Level for All Students									
Grade Level	Well Developed		Somewhat/Moderately		Beginning		Total Number of Students		
	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19	
9	11.82	2.35	36.36	60.00	51.82	37.65	110	85	
10	14.14	10.68	39.39	56.31	46.46	33.01	99	103	
11	*	4.88	37.04	48.78	59.26	46.34	54	82	
12	*	6.82	43.90	50.00	48.78	43.18	41	44	
All Grades	10.53	6.37	38.49	54.46	50.99	39.17	304	314	

Writing Domain Percentage of Students by Domain Performance Level for All Students								
Grade Level	Well Developed		Somewhat/Moderately		Beginning		Total Number of Students	
	17-18	18-19	17-18	18-19	17-18	18-19	17-18	18-19
9	17.27	3.53	74.55	71.76	*	24.71	110	85
10	20.20	5.83	64.65	74.76	15.15	19.42	99	103
11	33.33	6.10	64.81	78.05	*	15.85	54	82
12	*	4.55	78.05	88.64	*	6.82	41	44
All Grades	21.05	5.10	70.07	76.75	8.88	18.15	304	314

Conclusions based on this data:

1. DHS continues to focus on the EL population in order to ensure that students are making gains in their language acquisition.
2. In 18-19, the number of students receiving a designation of well-developed decreased. As a result, administration and teachers are placing an increased focus on EL achievement.
3. In 19-20, EL students are enrolled in a designated ELD course in order to ensure all EL students have the support the need to make gains in English language acquisition.

School and Student Performance Data

Student Population

This section provides information about the school's student population.

2018-19 Student Population			
Total Enrollment	Socioeconomically Disadvantaged	English Learners	Foster Youth
1395	94.3	27.0	This is the percent of students whose well-being is the responsibility of a court.
This is the total number of students enrolled.	This is the percent of students who are eligible for free or reduced priced meals; or have parents/guardians who did not receive a high school diploma.	This is the percent of students who are learning to communicate effectively in English, typically requiring instruction in both the English Language and in their academic courses.	

2018-19 Enrollment for All Students/Student Group		
Student Group	Total	Percentage
English Learners	376	27.0
Homeless	14	1.0
Socioeconomically Disadvantaged	1316	94.3
Students with Disabilities	96	6.9

Enrollment by Race/Ethnicity		
Student Group	Total	Percentage
African American	3	0.2
American Indian	3	0.2
Asian	10	0.7
Filipino	203	14.6
Hispanic	1155	82.8
Two or More Races	3	0.2
Pacific Islander	2	0.1
White	16	1.1

Conclusions based on this data:

1. The majority of DHS students are socioeconomically disadvantaged.
2. Over 27% of students are categorized as English Learners.
3. Nearly 7% of students are classified as Students With Disabilities.

School and Student Performance Data

Overall Performance

2019 Fall Dashboard Overall Performance for All Students

Academic Performance	Academic Engagement	Conditions & Climate
English Language Arts  Green	Graduation Rate  Blue	Suspension Rate  Orange
Mathematics  Yellow		
College/Career  Blue		

Conclusions based on this data:

1. Graduation rates for DHS remain highest performance level; over 95% of students graduate within four years.
2. Overall, DHS students are still excelling in English Language Arts, but there is a need to continue to focus on mathematics achievement and the suspension rate.
3. Nearly all graduating seniors are considered college and career prepared as indicated by the blue designation.

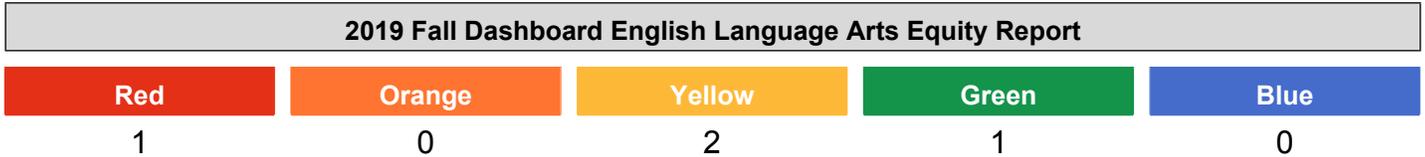
School and Student Performance Data

Academic Performance English Language Arts

The performance levels are color-coded and range from lowest-to-highest performance in the following order:



This section provides number of student groups in each color.



This section provides a view of Student Assessment Results and other aspects of this school's performance, specifically how well students are meeting grade-level standards on the English Language Arts assessment. This measure is based on student performance on the Smarter Balanced Summative Assessment, which is taken annually by students in grades 3–8 and grade 11.

2019 Fall Dashboard English Language Arts Performance for All Students/Student Group		
<p>All Students</p>  Green 32.8 points above standard Declined -9.9 points 331	<p>English Learners</p>  Red 47.9 points below standard Declined Significantly -20.2 points 133	<p>Foster Youth</p>
<p>Homeless</p>  No Performance Color Less than 11 Students - Data Not Displayed for Privacy 5	<p>Socioeconomically Disadvantaged</p>  Yellow 28.2 points above standard Declined -11.2 points 311	<p>Students with Disabilities</p>  No Performance Color 99 points below standard Declined Significantly -26.6 points 23

2019 Fall Dashboard English Language Arts Performance by Race/Ethnicity

African American	American Indian	Asian	Filipino
	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 3	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 2	 Green 68.4 points above standard Maintained ++2.3 points 57
Hispanic	Two or More Races	Pacific Islander	White
 Yellow 27.6 points above standard Declined -7.7 points 264		 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 1	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 4

This section provides a view of Student Assessment Results and other aspects of this school’s performance, specifically how well students are meeting grade-level standards on the English Language Arts assessment. This measure is based on student performance on the Smarter Balanced Summative Assessment, which is taken annually by students in grades 3–8 and grade 11.

2019 Fall Dashboard English Language Arts Data Comparisons for English Learners

Current English Learner	Reclassified English Learners	English Only
93.1 points below standard Maintained -1.5 points 79	18.2 points above standard Maintained -1.7 points 54	74.1 points above standard Declined -6.4 points 72

Conclusions based on this data:

- Overall, DHS students perform well in ELA as indicated by the green indicator.
- Filipino students maintained English language arts achievement with an increase of 2.3 points and performing 68 points above standard.
- English Learners are an area of concern as demonstrated by the red indicator, which states a decline of 20 points and performing 47 points below standard. DHS is actively working to increase EL achievement in the area of English Language Arts.

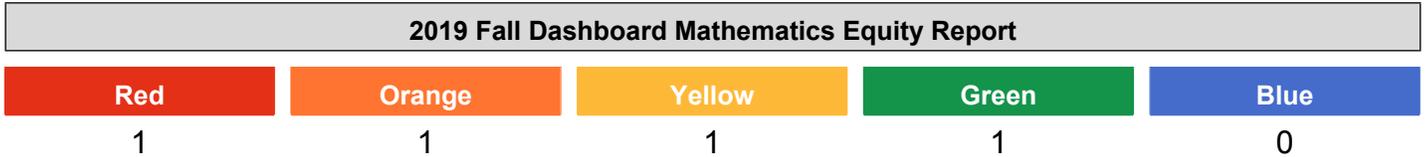
School and Student Performance Data

Academic Performance Mathematics

The performance levels are color-coded and range from lowest-to-highest performance in the following order:



This section provides number of student groups in each color.



This section provides a view of Student Assessment Results and other aspects of this school's performance, specifically how well students are meeting grade-level standards on the Mathematics assessment. This measure is based on student performance on the Smarter Balanced Summative Assessment, which is taken annually by students in grades 3–8 and grade 11.

2019 Fall Dashboard Mathematics Performance for All Students/Student Group		
<p>All Students</p>  Yellow 50.8 points below standard Declined -11.8 points 331	<p>English Learners</p>  Red 121.9 points below standard Declined -10.5 points 133	<p>Foster Youth</p>
<p>Homeless</p>  No Performance Color Less than 11 Students - Data Not Displayed for Privacy 5	<p>Socioeconomically Disadvantaged</p>  Yellow 54.7 points below standard Declined -12.5 points 311	<p>Students with Disabilities</p>  No Performance Color 209.9 points below standard Declined Significantly -31.2 points 23

2019 Fall Dashboard Mathematics Performance by Race/Ethnicity

African American	American Indian	Asian	Filipino
	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 3	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 2	 Green 9.9 points above standard Declined -10.8 points 57
Hispanic	Two or More Races	Pacific Islander	White
 Orange 63.3 points below standard Declined -10.4 points 264		 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 1	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 4

This section provides a view of Student Assessment Results and other aspects of this school's performance, specifically how well students are meeting grade-level standards on the Mathematics assessment. This measure is based on student performance on the Smarter Balanced Summative Assessment, which is taken annually by students in grades 3–8 and grade 11.

2019 Fall Dashboard Mathematics Data Comparisons for English Learners

Current English Learner	Reclassified English Learners	English Only
155 points below standard Increased Significantly ++20.9 points 79	73.5 points below standard Declined -10.2 points 54	9.8 points below standard Declined -4 points 72

Conclusions based on this data:

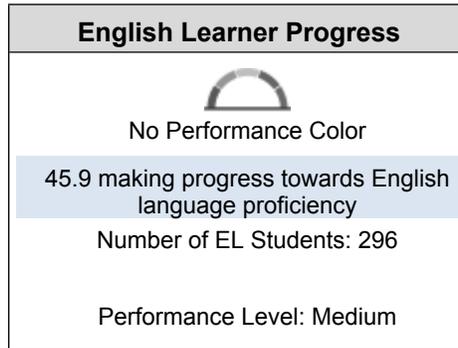
1. Overall, mathematics achievement declined by 11 points.
2. Socioeconomically disadvantaged student achievement declined, but DHS continues to focus on refining curriculum and data analysis in order to see student achievement increase.
3. DHS is focusing on EL student achievement as we saw a decline in student achievement.

School and Student Performance Data

Academic Performance English Learner Progress

This section provides a view of the percentage of current EL students making progress towards English language proficiency or maintaining the highest level.

2019 Fall Dashboard English Learner Progress Indicator



This section provides a view of the percentage of current EL students who progressed at least one ELPI level, maintained ELPI level 4, maintained lower ELPI levels (i.e, levels 1, 2L, 2H, 3L, or 3H), or decreased at least one ELPI Level.

2019 Fall Dashboard Student English Language Acquisition Results

Decreased One ELPI Level	Maintained ELPI Level 1, 2L, 2H, 3L, or 3H	Maintained ELPI Level 4	Progressed At Least One ELPI Level
56	104	11	125

Conclusions based on this data:

1. Based on the 2019 Dashboard, 125 students progressed by at least on level.
2. 56 students decreased by one level. DHS is working to address these students and continues to provide designated ELD courses to meet this need.
3. 104 students maintained their existing ELPI level.

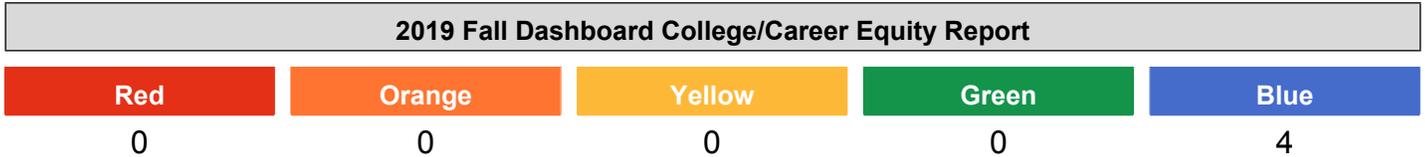
School and Student Performance Data

Academic Performance College/Career

The performance levels are color-coded and range from lowest-to-highest performance in the following order:



This section provides number of student groups in each color.



This section provides information on the percentage of high school graduates who are placed in the "Prepared" level on the College/Career Indicator.

2019 Fall Dashboard College/Career for All Students/Student Group		
<p>All Students</p>  Blue 87.8 Increased Significantly +23.4 345	<p>English Learners</p>  Blue 80.2 Increased +39.2 121	<p>Foster Youth</p>  No Performance Color 0 Students
<p>Homeless</p>  No Performance Color Less than 11 Students - Data Not Displayed for Privacy 8	<p>Socioeconomically Disadvantaged</p>  Blue 87.5 Increased Significantly +23.6 337	<p>Students with Disabilities</p>  No Performance Color 54.5 Increased Significantly +29.5 22

2019 Fall Dashboard College/Career by Race/Ethnicity

African American	American Indian	Asian	Filipino
 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 2	 No Performance Color 0 Students	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 4	 Blue 92.6 Increased +24.1 54
Hispanic	Two or More Races	Pacific Islander	White
 Blue 87.8 Increased Significantly +24.5 279	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 1	 No Performance Color 0 Students	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 5

This section provides a view of the percent of students per year that qualify as Not Prepared, Approaching Prepared, and Prepared.

2019 Fall Dashboard College/Career 3-Year Performance

Class of 2017	Class of 2018	Class of 2019
Prepared	64.4 Prepared	87.8 Prepared
Approaching Prepared	16.4 Approaching Prepared	6.7 Approaching Prepared
Not Prepared	19.2 Not Prepared	5.5 Not Prepared

Conclusions based on this data:

- The percentage of students who are College and Career Prepared continues to increase year after year. The percent of students prepared grew by 24% from 2018-2019.
- The percentage of students categorized as 'not prepared' has also decreased. In 2018, 19% of students were not prepared compared to just 5.5% in 2019.
- English Learners, students with disabilities, and socioeconomically disadvantaged also saw a significant increase.

School and Student Performance Data

Academic Engagement Chronic Absenteeism

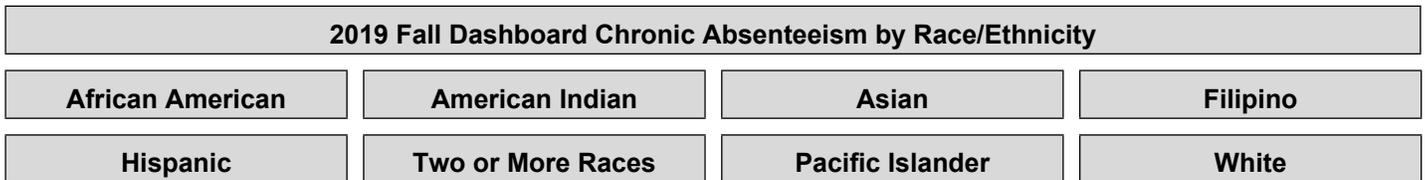
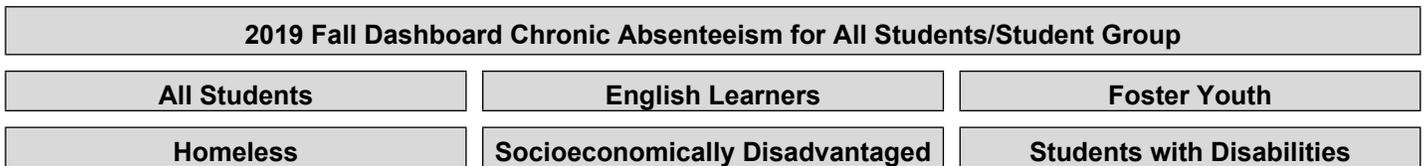
The performance levels are color-coded and range from lowest-to-highest performance in the following order:

Lowest Performance Red Orange Yellow Green Blue Highest Performance

This section provides number of student groups in each color.



This section provides information about the percentage of students in kindergarten through grade 8 who are absent 10 percent or more of the instructional days they were enrolled.



Conclusions based on this data:

- 1.

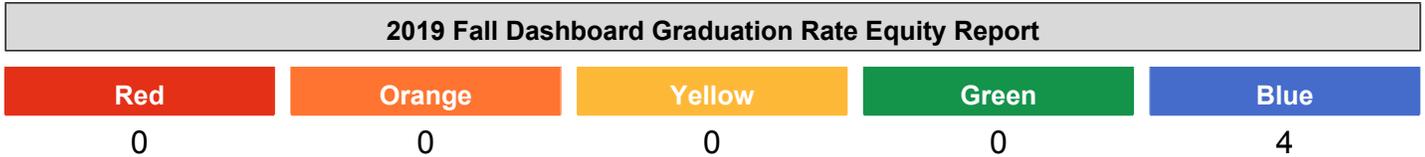
School and Student Performance Data

Academic Engagement Graduation Rate

The performance levels are color-coded and range from lowest-to-highest performance in the following order:



This section provides number of student groups in each color.



This section provides information about students completing high school, which includes students who receive a standard high school diploma or complete their graduation requirements at an alternative school.

2019 Fall Dashboard Graduation Rate for All Students/Student Group		
All Students	English Learners	Foster Youth
 Blue 97.1 Increased +1.4 345	 Blue 95 Increased +3.6 121	
Homeless	Socioeconomically Disadvantaged	Students with Disabilities
 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 8	 Blue 97 Maintained +0.6 337	 No Performance Color 77.3 Declined -6.1 22

2019 Fall Dashboard Graduation Rate by Race/Ethnicity

African American	American Indian	Asian	Filipino
 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 2		 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 4	 Blue 100 Increased +1.9 54
Hispanic	Two or More Races	Pacific Islander	White
 Blue 97.1 Increased +1.8 279	 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 1		 No Performance Color Less than 11 Students - Data Not Displayed for Privacy 5

This section provides a view of the percentage of students who received a high school diploma within four years of entering ninth grade or complete their graduation requirements at an alternative school.

2019 Fall Dashboard Graduation Rate by Year

2018	2019
95.7	97.1

Conclusions based on this data:

1. Graduation rates are VERY HIGH for all student sub-groups at Delano High.
2. Socioeconomically disadvantaged students are graduating at a very high level.
3. Graduation rates continue to be above county and state level as all subgroups experienced growth last year.

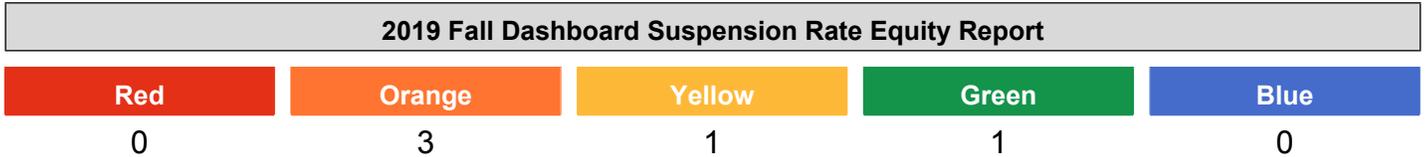
School and Student Performance Data

Conditions & Climate Suspension Rate

The performance levels are color-coded and range from lowest-to-highest performance in the following order:



This section provides number of student groups in each color.



This section provides information about the percentage of students in kindergarten through grade 12 who have been suspended at least once in a given school year. Students who are suspended multiple times are only counted once.

2019 Fall Dashboard Suspension Rate for All Students/Student Group		
<p>All Students</p>  Orange 3.8 Increased +1.4 1465	<p>English Learners</p>  Orange 5.9 Increased Significantly +3.2 409	<p>Foster Youth</p>  No Performance Color Less than 11 Students - Data Not 1
<p>Homeless</p>  No Performance Color 0 Declined -4.2 19	<p>Socioeconomically Disadvantaged</p>  Orange 4.1 Increased +1.6 1376	<p>Students with Disabilities</p>  Green 1.7 Declined -2.6 118

2019 Fall Dashboard Suspension Rate by Race/Ethnicity

African American	American Indian	Asian	Filipino
 No Performance Color Less than 11 Students - Data 5	 No Performance Color Less than 11 Students - Data 3	 No Performance Color 18.2 Increased +18.2 11	 Yellow 1.5 Increased +0.6 205
Hispanic	Two or More Races	Pacific Islander	White
 Orange 4.2 Increased +1.3 1220	 No Performance Color Less than 11 Students - Data 3	 No Performance Color Less than 11 Students - Data 2	 No Performance Color 0 Maintained 0 16

This section provides a view of the percentage of students who were suspended.

2019 Fall Dashboard Suspension Rate by Year

2017	2018	2019
	2.5	3.8

Conclusions based on this data:

1. Based on the fall 2019 Dashboard, DHS should continue to work on reducing suspension rates for all students.
2. There was a decrease on suspension rates for students with disabilities. DHS is currently in the green for this subgroup.
3. The suspension rate for English Learners increase and is an area of focus for the current school year.

Goals, Strategies, & Proposed Expenditures

Complete a copy of the following table for each of the school's goals. Duplicate the table as needed.

Goal Subject

Academic Achievement

LEA/LCAP Goal

Provide a high quality education to improve academic performance and college and career readiness as measured by state indicators for all learners, including English learners and foster youth, in all core academic content areas.

Priority 1: Basic Services (Conditions of Learning)

Priority 2: State Standards (Conditions of Learning)

Priority 4: Pupil Achievement (Pupil Outcomes)

Goal 1

Delano High School will improve the academic achievement of ALL learners in core departments by ensuring structures are in place that enable students to more readily access grade-level content in the academic core.

Tiger Skills: DEVELOP ACADEMIC EXCELLENCE and HAVE EFFECTIVE COMMUNICATION SKILLS

WASC SCHOOL WIDE Area of Growth

*Delano High School will ensure that all students- including students on IEPs, 504 Plans, English Learner students- are both College and Career Ready by completing A-G coursework and CTE capstone courses.

*Delano High School will further raise expectations for student performance through the use of instructional practices across all content areas (including English and math) that have an increased level of rigor and are better aligned to Depth of Knowledge levels three and four. The administration will provide increased opportunities for professional development and monitor implementation of practices in the classroom.

Identified Need

The SBAC English language arts assessment results indicate an achievement gap for the English learners subgroups when compared to the performance of all students. The English learner subgroup is in the 'very low' performance level compared to a high performance level for all students. In SBAC mathematics, the English learner and students with disabilities are in the yellow performance level compared to all students in the green (high) performance level. DHS intends to continue providing the support needed to meet or exceed the performance outcomes. The unduplicated pupil count for Delano High School is 93.8%. Accordingly, all services and actions are principally directed to increase or improve services for our unduplicated pupil population.

Annual Measurable Outcomes

Metric/Indicator	Baseline/Actual Outcome	Expected Outcome
Priority 1(a): Basic Services- Teachers in the LEA are appropriately assigned and fully credentialed in the subject area and for the pupils they are teaching.	California School Dashboard Fall 2018 Met - 100% teachers fully credentialed and appropriately assigned	100% teachers fully credentialed and appropriately assigned
Priority 1(b): Basic Services- Pupils in the school district have sufficient access to the standards-aligned instructional materials.	California School Dashboard Fall 2018 Met - 100% of students will have standards-aligned materials	100% of students will have standards-aligned materials.
Priority 1(c): Basic Services- School facilities are maintained in good repair.	California School Dashboard Fall 2018 Met - DHS 96% in "Good Repair"	2019-20 Goal - DHS 97% in "Good Repair"
Priority 2 (a): The implementation of state board adopted academic content and performance standards for all students.	California School Dashboard Fall 2018 - 100% implementation of state board adopted academic and performance standards.	100% implementation of state board adopted academic and performance standards.
Priority 2(b): Programs and services that will enable English learners to access the CCSS and the ELD standards for purposes of gaining academic content knowledge and English language proficiency.	<p>California School Dashboard Fall 2018</p> <p>a. Professional Development for teaching recently adopted academic standards for ELD is at '5 Full Implementation and Sustainability.'</p> <p>b. Instructional materials aligned to recently adopted academic standards for ELD is at '5 Full Implementation and Sustainability.'</p> <p>Progress in implementing policies or programs to support staff in identifying areas where they can improve in delivering instruction aligned to the recently adopted academic standards and/or curriculum frameworks for ELD is at '5 Full Implementation and Sustainability.'</p>	<p>Goal for 2019-2020</p> <p>a. Professional Development for teaching recently adopted academic standards for ELD is at '5 Full Implementation and Sustainability.'</p> <p>b. Instructional materials aligned to recently adopted academic standards for ELD is at '5 Full Implementation and Sustainability.'</p> <p>Progress in implementing policies or programs to support staff in identifying areas where they can improve in delivering instruction aligned to the recently adopted academic standards and/or curriculum frameworks for ELD is at '5 Full Implementation and Sustainability.'</p>
Priority 4(a) Pupil Achievement Statewide assessments as	CAASPP English: CAASPP Mathematics:	CAASPP English: CAASPP Mathematics:

Metric/Indicator	Baseline/Actual Outcome	Expected Outcome
measured by statewide assessments.	2018-19 2018-19 All Students 63.7% 36.34% ELs 12.5% 5.47% SWD 14.5% 1.49%	Goal 2019-2020 Goal 2019-2020 2020 All Students 67% 37% ELs 40% 12% SWD 16% 5%
Priority 4(c): Pupil Achievement - The percentage of pupils who have successfully completed courses that satisfy UC and CSU entrance requirements, or career technical education sequences or programs of study that align with state board approved career technical educational standards and frameworks.	Dataquest UC a-g completion for district CALPADS CTE completer (Grades 10-12) All Students 48.9% 36% ELs 22.6% 9.9% SWDs 14.3% 35%	A-G Goal 2019-2020 CALPADS CTE completer (Grades 10-12) Goal All Students 52% 38% ELs 28% 30% SWDs 15% 36%
Priority 4(d): Pupil Achievement - The percentage of English learner pupils who make progress toward English proficiency as measured by the ELPAC.	Attained ELPAC Level 3 or 4: 2019-20 Goal All students 60.7% 62%	Attained ELPAC Level 3 or 4: 2019-20 Goal All students 62%
Priority 4(e): Pupil Achievement - The English learner reclassification rate.	Attained reclassification rate on Dataquest All Students 19.8%	Attained reclassification rate on Dataquest 2019-20 Goal All Students 21%
Priority 4(f): Pupil Achievement - The percentage of pupils who have passed an advanced placement examination with a score of 3 or higher; and	AP passing rate on Dataquest: Grades 11-12 23.4%	AP passing rate on Dataquest: Goal 2019-20 24%
Priority 4(g): Pupil Achievement - The percentage of pupils who participate in, and demonstrate college preparedness pursuant to, the Early Assessment Program, or any subsequent assessment of college preparedness.	CAASPP English: CAASPP Mathematics All Students 63.7% 36.34% ELs 12.5% 5.47%	2019-2020 Goal CAASPP English: CAASPP Mathematics All Students 66% 37% ELs 26% 5.8% IEP 15% 2%

Metric/Indicator	Baseline/Actual Outcome	Expected Outcome
	IEP 14.5% 1.49% ACT (DATAQUEST) SAT (DATAQUEST) Scores Above 21 48% Met ELA Benchmark 59% Met Math Benchmark 35.94%	ACT (DATAQUEST) SAT (DATAQUEST) Scores Above 21 49% Met ELA Benchmark 61% Met Math Benchmark 38%

Complete a copy of the Strategy/Activity table for each of the school's strategies/activities. Duplicate the table, including Proposed Expenditures, as needed.

Strategy/Activity 1

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 1 Action 1

Ensure all students are provided with high quality instruction.

A. Continue utilizing time during the day on Wednesdays for teachers to improve teacher quality; analyze data (SBAC, ELPAC, AP, and local assessments); and refine and modify instructional strategies.

B. Continue to provide teachers extra duty time for PLC, refinement of instruction, curriculum, and assessments based on data analysis.

C. Continue funding a portion of salary increase to retain teachers and maintain consistent quality instruction for pupils.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
118067.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
10000.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
110232.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits

12000.00	Title I Certificated Personnel Salaries & Benefits
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Strategy/Activity 2

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 1 Action 2

Continue to provide support for teachers and high-quality, evidence-based professional development for teachers, administrators, and paraprofessionals that is principally directed on improving the academic achievement of English learners, foster youth, and students of low-socioeconomic status.

a) Maintain professional development that will improve instruction and use of academic assessment data. Professional development activities include but not limited to - Explicit Direct Instruction (EDI), AVID, CPM, SDAIE, DOK, ELD, PLC, NCTM Best Practices, Thinking Maps and Co- teaching.

b) Continue to fund mentors for new teachers and Teacher Induction support services.

c) Maintain increased staff duty days for professional development that include at least half day teacher effectiveness classroom preparation time.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
12000.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures
6000.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
6100.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures
15550.00	Title I 5000-5999: Services And Other Operating Expenditures

12000.00	Title II Part A: Improving Teacher Quality Certificated Personnel Salaries & Benefits
18144.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
23520.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures
48680.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
5000.00	Title I 4000-4999: Books And Supplies

Strategy/Activity 3

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

ALL

Strategy/Activity

Goal 1 Action 3

Continue to purchase supplemental/intervention standards-aligned instructional materials/software and supplies for the core areas of English, ELD, Mathematics, science, and social studies to improve instruction and learning for English learners, foster youth and pupils of low socio-economic status.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
19200.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
21000.00	Title I 4000-4999: Books And Supplies
1000.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures

19231.00

Title I
4000-4999: Books And Supplies

Strategy/Activity 4

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 1 Action 4

Maintain the increased UC a-g and AP sections as well as the additional foreign language teacher to increase the percentage of English learners, foster youth, and pupils of low socioeconomic status in satisfying UC or CSU entrance requirements.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)

331434.00

Source(s)

LCAP Supplemental & Concentration
Certificated Personnel Salaries & Benefits

Strategy/Activity 5

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

ALL Students

Strategy/Activity

Goal 1 Action 5

Provide support staff to improve student outcomes:

- a. Maintain ELD coordinators, school site Learning Directors, a Director of Instruction and a portion of the assistant superintendents of Curriculum/ELD to provide assistance for comprehensive school improvement and reduce the achievement gap among English Learners and pupils of low socioeconomic status.
- b. Maintain ELD Clerks, IT support staff, work-based learning clerk, homeless/foster youth support staff, and instructional assistants to improve learning and provide support for English Learners, foster youth and pupils of low socio- economic status.
- c. Fund three periods of a resource teacher in the area of special education to reduce the achievement gap in English and mathematics for students with disabilities.

This action is principally directed to improve the academic achievement of English learners, students with disabilities, foster youth and socioeconomically disadvantaged pupils.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
200989.00	Title I Certificated Personnel Salaries & Benefits
40036.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
18489.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
49187.00	Title II Part A: Improving Teacher Quality Certificated Personnel Salaries & Benefits
155047.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
136025.00	Title I Classified Personnel Salaries & Benefits
22631.00	Title III Classified Personnel Salaries & Benefits

Strategy/Activity 6

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

ALL STUDENTS

Strategy/Activity

Goal 1 Action 6

Continue to maintain:

- a. Reading, writing and mathematics intervention during the day.
- b. Academic tutorials for intervention, AP passing, UC a-g preparedness, and other college readiness indicators in the core academic content subjects.
- c. Summer school to provide ELD, supplemental instruction for students not meeting standard, increase dual enrollment opportunities, and core academic make-up classes.

- d. The additional two English and three mathematics (hired 2014-2015) teachers and fund an additional math teacher at CCHS for reduced class size.
- e. Reduced class size for students not attaining standard.
- f. Instructional field trips to supplement learning.
- g. Incentives for students completing intervention program.
- h. Transportation and the additional bus driver for summer school and the tutorials.
- i. Fund an additional bus driver to transport students to other district schools for access to a broad course of study and to close the CTE completion gap for English learners and students on an active IEP.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
49820.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
75115.00	Title I Certificated Personnel Salaries & Benefits
30050.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
36000.00	Title I Certificated Personnel Salaries & Benefits Intervention programs and academic tutorials
1000.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
175244.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
235622.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
5000.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures
29209.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
4000.00	LCAP Supplemental & Concentration

	5000-5999: Services And Other Operating Expenditures
28901.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
55440.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits

Strategy/Activity 7

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 1 Action 7

Continue to provide opportunities to improve college readiness by:

- a. Funding UC a-g online program to make up coursework.
- b. Allocating resources for AP exam and dual enrollment fees.
- c. Providing visitations to four year universities, community colleges and post- secondary institutions.
- d. Conducting parent trainings/workshops on readiness for college and career.

These services and activities are principally directed to improve learning outcomes for English learners, foster youth and socio-economically disadvantaged students.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
19488.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures
31920.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
8000.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures

2500.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
1350.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures

Strategy/Activity 8

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 1 Action 9

Continue to provide student and staff recognition (i.e. medals, plaques, t-shirts, school polo shirts, recognition luncheons, field trips) for attaining or passing state indicators.

Recognition of students and staff is principally directed to recognizing the attainment of State standards and state metrics of English Learners, foster youth and pupils of low socio-economic status.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
16200.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
7100.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures

Strategy/Activity 9

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 1 Action 8

Continue to purchase updated technology and data management system annual license to enhance and improve student performance in attaining goals.

This action is principally directed to reduce the academic achievement gap and improve CSI among English learners, socioeconomically disadvantaged pupils, and students with disabilities.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
100000.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
90000.00	Title I 4000-4999: Books And Supplies
17136.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures

Annual Review

SPSA Year Reviewed: 2018-19

Respond to the following prompts relative to this goal. If the school is in the first year of implementing the goal, an analysis is not required and this section may be deleted.

ANALYSIS

Describe the overall implementation of the strategies/activities and the overall effectiveness of the strategies/activities to achieve the articulated goal.

All actions and services were evaluated by administrators, teachers, students, other staff and parents for effectiveness. These stakeholders are proud of the academic achievements attained by our school. These achievements include the SBAC English (63.7% met standard district-wide) surpassing county (41.8% met standard) and state levels (55.96% met standard). Similarly, the SBAC mathematics of 36.34% (district-wide) meeting standard exceed county and state rates as well. Students with disabilities who took SBAC English California Alternate Assessment performed extremely well with 53.8% (district-wide) at level 3 (the highest level). Our students continue attain high University of California UC a-g completion rates of 64% and a 'High' on the College and Career Indicator . Similarly, the DJUHSD English Learner Progress on the English Language Proficiency Assessment proficiency of 60.7% exceeds county and state rates. The stakeholders concurred the outlined actions and services are appropriate.

Briefly describe any major differences between the intended implementation and/or the budgeted expenditures to implement the strategies/activities to meet the articulated goal.

There are no significant differences in budgeted expenditures. Action 2 resources were not fully expended due to availability of College Readiness grant monies. The College Readiness monies

are not available this year. The increased expenditure in Action 4 is attributed to the increased dual enrollment opportunities for students. The resources not fully used in the actions outlined in this goal were used to purchase needed technology (Action 8) to attain the outlined goals.

Describe any changes that will be made to this goal, the annual outcomes, metrics, or strategies/activities to achieve this goal as a result of this analysis. Identify where those changes can be found in the SPSA.

There are only a couple of changes added to this goal. Our district will fund an additional bus driver to transport students to other district school sites for access to a broad course of study. These added actions are principally directed to improve services for English learners, students with disabilities, foster youth, homeless youth, and socioeconomically disadvantaged pupils.

Goals, Strategies, & Proposed Expenditures

Complete a copy of the following table for each of the school's goals. Duplicate the table as needed.

Goal Subject

College and Career Readiness

LEA/LCAP Goal

Improve career readiness and maximize performance in foreign language, physical education, visual performing arts, and Career Technical Education.

Goal 2

Increase number of students who are College and Career Ready and improve performance in the areas of foreign language, physical education, visual and performing arts, and Career Technical education.

Tiger Skills: DEVELOP ACADEMIC EXCELLENCE and SHOW PERSONAL RESPONSIBILITY

WASC SCHOOL WIDE Area of Growth

*Delano High School will ensure that all students- including students on IEPs, 504 Plans, English Learner students- are both College and Career Ready by completing A-G coursework and CTE capstone courses.

*Delano High School will further raise expectations for student performance through the use of instructional practices across all content areas that have an increased level of rigor and are better aligned to Depth of Knowledge levels three and four. The administration will provide increased opportunities for professional development and monitor implementation of practices in the classroom.

Identified Need

DHS has identified the need for pupils to have access to a broad course of study and close the gap between CTE completers and UC a-g completers among English Learners and students with disabilities. Additionally, DHS's goal is to continue performing in the top 25% in Visual Performing Arts, Mock Trial, and Improve the Physical Fitness test results. Our goal is to improve AP Foreign Language passing rates and increase the number of students attaining the Biliteracy Seal as well as increasing the number of student attaining dual enrollment credit.

Annual Measurable Outcomes

Metric/Indicator	Baseline/Actual Outcome	Expected Outcome
Priority 7(a): Course Access Pupils have access to and are enrolled in a broad course of study including courses described under sections 51220 (a)-(i), as applicable.	18-19 Maintain 100% of pupils have access to a broad course of study. Student surveys October 2018 Approximately 91% of students indicate access to a broad course of study.	District wide: Maintain 100% of pupils have access to a broad course of study.

Metric/Indicator	Baseline/Actual Outcome	Expected Outcome
	<p>CALPADS Dual Enrollment Passing: 2018 1773 Students</p> <p>CALPADS CTE Completers All Students 18.1% ELs 9.9% SWDs 16.1%</p> <p>Dashboard College and Career Indicator (CCI) - Prepared: 2018 56.3% ELs 31.1% SWDS 19.1% Homeless 48.6%</p>	
<p>Priority 7(b): Course Access Pupils have access to and are enrolled in programs and services developed and provided to unduplicated pupils.</p>	<p>Student surveys October 2018 Approximately 91% of students indicate access to a broad course of study</p> <p>Dashboard College and Career Indicator (CCI) - Prepared Socioeconomically Disadvantaged 55.3% ELs 2018 31.1%</p>	<p>District wide: Maintain 100% of unduplicated pupils have access to a broad course of study.</p>
<p>Priority 7(c): Course Access Pupils have access to and are enrolled in programs and services developed and provided to individuals with exceptional needs.</p>	<p>Student surveys October 2018 Approximately 91% of students indicate access to a broad course of study</p> <p>Dashboard College and Career Indicator (CCI): SWDs 2018 19.1%</p>	<p>District wide: Maintain 100% pupils with exceptional needs have access and are enrolled in programs and services developed and provided to meet their needs.</p>
<p>Priority 8: Pupil outcomes in subject areas described in subdivision (a) to (i) of section 51220.</p>	<p>CALPADS: District wide English: AP Passing 63 Dual Enrollment Passing 90 students UC A-G Completion 74% of student enrolled in UC A-G</p> <p>Mathematics</p>	<p>AP Passing 49 UC a-g Completion 81% Foreign Language AP Passing 222 UC a-g Completion 78%</p> <p>Physical Fitness Test Fitness Zone Passing Gain</p>

Metric/Indicator	Baseline/Actual Outcome	Expected Outcome
	<p>AP Passing 99 UC A-G Completion 87.7% of students enrolled in UC A-G</p> <p>Foreign Language AP Passing 222 Dual Enrollment Passing 329</p> <p>UC A-G Completion: 84.7% of student enrolled in UC A-G Biliteracy Seal: 150 students</p> <p>Fitness Zone Passing 2018 District wide Aerobic Capacity 61.6% Body Composition 50.2% Abdominal Strength: 87.4% Trunk Extension: 92.6% Upper Body Strength: 59.3% Flexibility: 74.3%</p> <p>Visual Performing Arts: The band, percussion, colorguard, winterguard, and choir continue to rank as champions, first place, 2nd place, and superior rating in their division. The Mock Trial teams continue to perform in the top 15.</p>	<p>Abdominal Strength 89.7% 0.1% Aerobic Capacity 69% 1% Body Composition 55% - 1.7% Flexibility 77.5% 0.5% Trunk Extension 95.3% 0.1% Upper Body Strength 69.5% 0.5%</p> <p>Visual Performing Arts: Perform or achieve top 30% of the competitors in visual and performing arts, Mock Trial, Academic Decathlon, agriculture, and Home Economic UC a-g 69% CTE Completers 36%</p> <p>Baseline Attain: English AP Passing 70 Gain + 15 UC a-g 65%</p> <p>Mathematics AP Passing 85 Gain - 7 UC a-g 50.8%</p> <p>Science AP Passing 33 Gain + 6 UC a-g 72%</p> <p>Social Science AP Passing 46 Gain - 12 UC a-g 79.3%</p> <p>Foreign Language AP Passing 217 Gain + 44 UC a-g 74%</p>

Complete a copy of the Strategy/Activity table for each of the school's strategies/activities. Duplicate the table, including Proposed Expenditures, as needed.

Strategy/Activity 1

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

ALL STUDENTS

Strategy/Activity

Goal 2 Action 1

Ensure all students are provided with high quality, standards (content/CTE/CCR) aligned curriculum and instruction.

A. Continue utilizing time during the day on Wednesdays for teachers to analyze data, collaborate and refine appropriate instruction and curriculum.

B. Continue to provide teachers extra duty time to refine the quality of instruction, curriculum and assessments based on data analysis to improve learning for English Learners and pupils of low socio-economic status.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)

Source(s)

58152.00

LCAP Supplemental & Concentration
Certificated Personnel Salaries & Benefits

4000.00

LCAP Supplemental & Concentration
Certificated Personnel Salaries & Benefits

Strategy/Activity 2

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

ALL STUDENTS

Strategy/Activity

Goal 2 Action 2

Continue to provide targeted, high-quality professional development opportunities for teachers, counselors and administrators for the purpose of integrating rigorous academics in such programs.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)

Source(s)

4000.00

LCAP Supplemental & Concentration
Certificated Personnel Salaries & Benefits

1050.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
4000.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures

Strategy/Activity 3

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

ALL Students

Strategy/Activity

Goal 2 Action 3

Continue to purchase supplementary materials, equipment and supplies to attain goals and outcomes of the unduplicated student population.

The supplementary materials and equipment are principally directed to improve physical fitness, Career Technical Education completion, and access to a board course of study for English learners, foster youth, and pupils of low socio-economic status.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
20000.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies Equipment and Supplies

Strategy/Activity 4

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

ALL Students

Strategy/Activity

Goal 2 Action 4

Offer CTE and dual enrollment opportunities to decrease College/Career Indicator gap for all students, including English Learners and students with disabilities.

- Continue to maintain Career Technical Education teachers: Ag teacher at DHS.
- Continue to maintain CTE director for articulation, dual enrollment and work-based learning.
- Fund a dual enrollment clerk to assist English Learners, foster youth, and students of low socioeconomic status in registering for dual enrollment courses.

- d. Maintain additional CTE and dual enrollment courses.
- e. Maintain CTE Courses: Auto Body, Nurse Assistant, Medical Assistant, Clinical Medical Assisting, and Security Law

These actions are principally directed to improve college and career readiness for English learners, foster youth and pupils of low socio-economic status.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
86000.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
12,528.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
180872.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
217728.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures

Strategy/Activity 5

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 2 Action 5

Provide opportunities to improve outcomes in other areas and increase access to a broad course of study for English Learners, foster youth, pupils of low socioeconomic status, and students on an active IEP.

- a. Maintain SH teacher and two SH Special Ed. aides for reduced class size.
- b. Maintain an athletic trainer to improve outcomes in safe physical activity practices and improve outcomes in physical fitness.
- c. Maintain reduced class size in physical education grade 9 to meet Physical Fitness outcomes.
- d. Continue to provide afterschool intervention to improve student outcomes.
- e. Continue to fund a band teacher at DHS to provide pupils access to a broad course of study.

These actions are principally directed to provide English learners, foster youth, and pupils of low socio-economic status access to a broad course of study and improve physical fitness test (PFT) results.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
70000.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
47009.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
3000.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
98593.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits

Strategy/Activity 6

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 2 Action 6

Continue to provide visitations to four year universities, community colleges, and/or vocational institutions. These supplemental educational activities are principally directed to improve learning for English learners, foster youth, and pupils of low socio-economic status.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
6000.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures

Strategy/Activity 7

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 2 Action 7

Continue to purchase technology to enhance and improve student performance to meet 21st Century Learning Skills. The purchase of technology is principally directed to improve technological literacy for pupils of low socio-economic status, English learners, and foster youth.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)

6,000.00

Source(s)

Title IV
5000-5999: Services And Other Operating Expenditures

Strategy/Activity 8

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

Strategy/Activity

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)

Source(s)

Annual Review

SPSA Year Reviewed: 2018-19

Respond to the following prompts relative to this goal. If the school is in the first year of implementing the goal, an analysis is not required and this section may be deleted.

ANALYSIS

Describe the overall implementation of the strategies/activities and the overall effectiveness of the strategies/activities to achieve the articulated goal.

DHS provided professional development time on Wednesday to refine instruction and curriculum in CTE, foreign language, visual performing arts, and physical education. We maintained the additional CTE pathways teachers as well as funding North Kern Vocational Center to improve

college readiness. Staff also participated in high quality professional development, purchased equipment and supplies, purchased updated technology, provided tutorials, and provided field trips to colleges, universities, and vocational institutions. Access to a broad course of study increased for students with severe cognitive disabilities by utilizing the additional instructional assistants to accompany them to other subject areas such as music, art, choir, home economics, and computer literacy. Our CTE director was instrumental in aligning CTE courses and articulating dual enrollment opportunities for our students.

Briefly describe any major differences between the intended implementation and/or the budgeted expenditures to implement the strategies/activities to meet the articulated goal.

All actions and services were evaluated by administrators, teachers, students, other staff and parents for effectiveness. The College and Career Readiness indicated increased to 15% for English Learners and 13.8% for students with disabilities district-wide. This is attributed to the increased access to dual enrollment and CTE opportunities. The music program continues to excel. All schools attained champions, first place, and second place in the county.

Describe any changes that will be made to this goal, the annual outcomes, metrics, or strategies/activities to achieve this goal as a result of this analysis. Identify where those changes can be found in the SPSA.

DHS is attaining or exceeding the expected outcomes of this goal. Student and staff stakeholders analysis of the gap in College and Career Indicator for students with disabilities and English Learners prompted the need for a designated staff to assist students with disabilities. English learners and socioeconomically disadvantaged pupils in registering for dual enrollment college courses. Thus, the district funded a dual enrollment clerk to provide this much needed service.

Goals, Strategies, & Proposed Expenditures

Complete a copy of the following table for each of the school's goals. Duplicate the table as needed.

Goal Subject

School Culture/Environment/Parent Involvement

LEA/LCAP Goal

Provide all students with a high quality educational environment where they can take pride in their facilities and look forward to coming to school every day.

Goal 3

Delano High will provide all students with a high quality educational environment where they can take pride in their facilities and look forward to coming to school every day.

Tiger Skills: SHOW PERSONAL RESPONSIBILITY

WASC Area of Growth:

Delano High School will continue to develop and improve partnerships with parents and community members as well as facilitate articulation with feeder schools in order to enhance and support the learning process. The school will work to involve parents as key stakeholders in school-wide decision-making.

Identified Need

DHS facilities are in need of repair. The air conditioner system at DHS is in poor functioning condition and does not provide adequate amount of air to classrooms; doors are aged (105 years old), in disrepair, and do not close properly; grounds and parking lots have severe cracks, holes, and deterioration; and the 600 building roof is lifted and severely damaged. DHS also has identified the need to improve pupil attendance; reduce chronic absenteeism for all students and the English Learner and Students with Disabilities subgroup; and improve the graduation rate of students with disabilities and English Learners. Pupil surveys indicate that students sense of safety and school connectedness declined from spring of 2018 to fall of 2019. The expulsion rate for 2018 increased for all students, English learners, and students with disabilities.

Annual Measurable Outcomes

Metric/Indicator	Baseline/Actual Outcome	Expected Outcome
Priority 1(a): Basic Services- Teachers in the LEA are appropriately assigned and fully credentialed in the subject area and for the pupils they are teaching	97.1% teachers are fully credentialed and three teachers not appropriately assigned.	100% of students will have standards-aligned materials.
Priority 1(c): Basic Services- School facilities are maintained in good repair.	Based on the 2017 Facility Inspection Tool: DHS 97% in "Good Repair"	DHS 97% in "Good Repair"

Metric/Indicator	Baseline/Actual Outcome	Expected Outcome
Priority 3(a): Parental Involvement addresses: The efforts the school district makes to seek parent input in making decisions for the school district and each individual school site.	District Parent advisory participation increased by 31.7%. DJUHSD provides for parent input in making decisions for the school district and each individual school site via DELAC, ELAC, Title I Parent Advisory, School Site Council, Migrant Parent Advisory, and Special Education Parent Advisory (SEPAC).	Increase Parent Advisory participation by 10% over previous year to seek input in making decisions for the school
Priority 3(b): Parental Involvement addresses: How the school district will promote parental participation in programs for unduplicated pupils	Parent participation is promoted via weekly phone messages, quarterly School Site Council and ELAC/Title I meetings, and annual school events. The district conducted parent advisory meetings via DELAC, SEPAC, Migrant and Title I at least three times a year for each advisory.	Dashboard: Standard Met Continue to promote parental participation via weekly phone messages and quarterly parent advisory meetings.
Priority 3(c): Parental Involvement addresses: How the school district will promote parental participation in programs for individuals with exceptional needs.	The Special Education Parent Advisory Committee (SEPAC) provides for parent input in making decisions for the school district and school sites. DJUHSD will conduct SEPAC advisory committee meetings at least twice a year.	Continue: The Special Education Parent Advisory Committee (SEPAC) provides for parent input in making decisions for the school district and school sites.
Priority 5(a): Pupil Engagement as measured by all of the following, as applicable: school attendance rates	96% attendance	Attain 96.8%
Priority 5(c): Pupil Engagement as measured by all of the following, as applicable: Middle school dropout rates – N/A	N/A	N/A
Priority 5(d): Pupil Engagement as measured by all of the following, as applicable: High school dropout rates	All Students: 95.5% EL: 92% SWD: 84%	New baseline metric based on new state criteria: All students 95% English Learner 95% SWD 83%

Metric/Indicator	Baseline/Actual Outcome	Expected Outcome
Priority 5(b): Pupil Engagement as measured by all of the following, as applicable Chronic absenteeism rates	2015-16 Civil Rights Data Collection on Chronic Absenteeism: DJUHSD 13.7%	Reduce Chronic absenteeism to 11%
Priority 6(a): School Climate as measured by all of the following, as applicable: Pupil suspension rates	All students 3.5% English Learner 6.7% SWD 7.9%	Dataquest All students 1.8% English Learner 2% SWD 2.9%
Priority 6: School Climate as measured by all of the following, as applicable: Pupil expulsion rates	Total number of expulsions for the DJUHSD: 10	All students 0.4% English Learner 0.3% SWDs 0.0%
Priority 6: School Climate as measured by all of the following, as applicable: Other local measures, including surveys of pupils, parents, and teachers on the sense of safety and school connectedness.	Surveys indicate 98% of students feel safe at school and 99% of all students feel connected to their school.	Maintain: 100% Sense of Safety 100% connectedness to school
Priority 1(b): Basic Services - Pupils in the school have sufficient access to the standards-aligned instructional materials.	100% of students will have standards-aligned materials	100% of students will have standards-aligned materials

Complete a copy of the Strategy/Activity table for each of the school's strategies/activities. Duplicate the table, including Proposed Expenditures, as needed.

Strategy/Activity 1

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 3 Action 1

Continue to provide high-quality professional development on evidence-based intervention strategies that is principally directed to reduce suspensions, expulsions, and improve school climate for English learners, foster youth, and pupils of low socio-economic status

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
4000.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures
10000.00	Title IV 5000-5999: Services And Other Operating Expenditures
1000.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies

Strategy/Activity 2**Students to be Served by this Strategy/Activity**

(Identify either All Students or one or more specific student groups)

ALL

Strategy/Activity

Goal 3 Action 2: Continue to purchase supplementary instructional materials and supplies to attain student goals and provide resources for teacher and student sense of safety. Recent stakeholder input and student surveys indicated the need for additional safety measures (training, reinforced gates, doors, locks, etc) at the school sites so that students and teacher feel safer.

All supplementary materials will improve services in intervention and increase graduation rates for students who are struggling. This action is principally directed to serve the unduplicated pupil population.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
4000.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
6000.00	Title IV 4000-4999: Books And Supplies
500.00	LCAP Supplemental & Concentration

	5000-5999: Services And Other Operating Expenditures
26880.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
6720.00	LCAP Supplemental & Concentration None Specified

Strategy/Activity 3

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

English Learners
Foster Youth
Low Income

Strategy/Activity

Goal 3 Action 3

Provide alternative educational settings to reduce suspension and expulsion.

- a. Maintain Academic Intervention Teacher
- b. Contract with canine detection services to deter controlled substances on school grounds

This action is principally directed for the unduplicated student population.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)

106000.00

Source(s)

LCAP Supplemental & Concentration
Certificated Personnel Salaries & Benefits
Maintain academic intervention teacher

Strategy/Activity 4

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

English Learners
Foster Youth
Low Income

Strategy/Activity

Goal 3 Action 4

Continue to provide support, academic interventions and academic acceleration options for students to stay on track for graduation and increase graduation rates of English Learners, students with disabilities, pupils of low socio-economic status, and homeless subgroups.

- a. Maintain additional sessions of independent study and independent study teacher in Earlimart to reduce chronic absenteeism.
- b. Maintain the additional credit recovery sections.
- c. Maintain the extended teacher duty day so that teachers may work with students and meet with parents after school.
- d. Maintain Discipline Liaisons and funding for portion of salary for school psychologists and nurses
- e. Maintain contract with Delano Police Department for three resource officers.
- f. Maintain funding for an intervention counselor for each comprehensive high school to reduce suspensions and expulsions.
- g. Fund an additional security staff at each comprehensive school site to increase student and teacher sense of safety.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
50000.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
88186.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
256492.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
2000.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
96845.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
76667.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures
151925.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits

47101.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits

Strategy/Activity 5

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 3 Action 5

Continue to provide before school, afterschool, Saturday and/or evening Interventions and reduce class sizes for students who are struggling. This includes sessions for tutorials, credit recovery and behavior intervention to accommodate student needs.

This action is principally directed to improve graduation rates for English learners, foster youth, students with disabilities, and socioeconomically disadvantaged pupils.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
13500.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
5000.00	Title IV Certificated Personnel Salaries & Benefits
15000.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits

Strategy/Activity 6

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

English Learners
Foster Youth
Low Income

Strategy/Activity

Goal 3 Action 6 Parent Involvement

Continue to purchase technology and fund maintenance of district web page to increase parental and community engagement. This action is principally directed on improving the digital literacy of English learners, foster youth, and socioeconomically disadvantaged pupils.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
2000.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
8400.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures

Strategy/Activity 7

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All

Strategy/Activity

Goal 3 Action 7

Continue to maintain facilities in good repair.

- a. Maintain additional traveling custodian to help keep school facilities clean. The 2014 student surveys indicated the need to have clean restrooms to improve services for our unduplicated student population.
- b. Repair DHS damaged classroom doors in LA, L, BE HM and science buildings. These doors do not close properly. This repair increases student sense of safety for the unduplicated pupil population.
- c. Repair chiller at DHS. This repair will improve student learning for the unduplicated student population by ensuring temperatures in classrooms are within acceptable ranges.

These repairs will provide for increased student sense of safety; maintain interior temperatures in classrooms within normally acceptable ranges; and improve student facilities and grounds that are free of trip hazards, significant cracks, and evident damage.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s) Source(s)

Strategy/Activity 8

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 3 Action 8

Continue to foster an educational environment where students can attain academic success by providing activities, presenters, and incentives for students meeting the goals outlined in the state’s priorities and increase student sense of school connectedness.

a. Implement Link Crew program to improve school connectedness for all students including English learners, students with disabilities, homeless, and foster youth subgroups.

This action is principally directed to improve school connectedness for the unduplicated pupil population.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
1850.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
5000.00	LCAP Supplemental & Concentration 5000-5999: Services And Other Operating Expenditures
3000.00	Title IV 5000-5999: Services And Other Operating Expenditures

Strategy/Activity 9

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 3 Action 9

Promote additional parental involvement to improve learning outcomes of English learners, foster youth and pupils of low socio-economic status by:

- a. Continuing to conduct Parent Awareness workshops.
- b. Continuing to provide district for parent outreach and assistance.
- c. Maintaining modified classified staff work calendar to improve services for students.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s)	Source(s)
2500.00	LCAP Supplemental & Concentration Certificated Personnel Salaries & Benefits
300.00	LCAP Supplemental & Concentration 4000-4999: Books And Supplies
1500.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
1500.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits
60923.00	LCAP Supplemental & Concentration Classified Personnel Salaries & Benefits

Strategy/Activity 10

Students to be Served by this Strategy/Activity

(Identify either All Students or one or more specific student groups)

All Students

Strategy/Activity

Goal 3 Action 10

Continue to conduct district stakeholder meetings for data analysis, outcome analysis and performance analysis.

This action is principally directed on improving outcomes of the State's Eight Priorities for the unduplicated pupil population.

Proposed Expenditures for this Strategy/Activity

List the amount(s) and funding source(s) for the proposed expenditures. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal identify the Title and Part, as applicable), Other State, and/or Local.

Amount(s) Source(s)

Annual Review

SPSA Year Reviewed: 2018-19

Respond to the following prompts relative to this goal. If the school is in the first year of implementing the goal, an analysis is not required and this section may be deleted.

ANALYSIS

Describe the overall implementation of the strategies/activities and the overall effectiveness of the strategies/activities to achieve the articulated goal.

All actions and services were implemented during the 2018-19 school year. DHS provided professional development opportunities to all staff. Staff participated in the two professional development days offered in Goal 1 Action 1. We provided all interventions and support for student success through our opportunity programs and academic intervention sessions. Students received additional support services from our psychologist, intervention counselor, nurse, discipline liaison, and resource officer. The district implemented additional measures for student sense of safety. These included additional locks for all classroom doors, cameras, and secure entrances at the school offices. The teacher day was extended an additional fifteen minutes to be available afterschool for students and parents. Technology was provided in credit recovery and intervention. The district was able to complete much needed repairs to student use facilities. Parent outreach and workshops were conducted in the evenings on a regular basis. The district accommodated student needs by maintaining the classified staff work calendar to align to student school days. These actions and services are principally directed to improve services for the unduplicated pupils.

Briefly describe any major differences between the intended implementation and/or the budgeted expenditures to implement the strategies/activities to meet the articulated goal.

The material differences are in Action 2 and Action 5. The district used approximately half of the funds allocated towards student sense of safety (Action 2). The unused half was transferred to meet technology needs for student learning. Action 5 for reduced class size was significantly less than projected. The rest of the allocation will be carried over to the 2019-2020 LCAP actions and services.

Describe any changes that will be made to this goal, the annual outcomes, metrics, or strategies/activities to achieve this goal as a result of this analysis. Identify where those changes can be found in the SPSA.

The stakeholder groups conducted data, outcome, and performance analysis of the expected outcomes, metrics, and actions. Overall stakeholders are pleased with the school's performance on the state and local metrics outlined on the Eight Priorities. There is, however, a noted decline in student sense of safety. Additionally, the district has proposed funding for an additional security officer for the 2019-2020 school year.

Budget Summary

Complete the table below. Schools may include additional information. Adjust the table as needed. The Budget Summary is required for schools funded through the ConApp, and/or that receive funds from the LEA for Comprehensive Support and Improvement (CSI).

Budget Summary

Description	Amount
Total Funds Provided to the School Through the Consolidated Application	\$836787.00
Total Federal Funds Provided to the School from the LEA for CSI	\$
Total Funds Budgeted for Strategies to Meet the Goals in the SPSA	\$4,304,378.00

Other Federal, State, and Local Funds

List the additional Federal programs that the school is including in the schoolwide program. Adjust the table as needed. If the school is not operating a Title I schoolwide program this section is not applicable and may be deleted.

Federal Programs	Allocation (\$)
Title I	\$610,910.00
Title II Part A: Improving Teacher Quality	\$61,187.00
Title III	\$22,631.00
Title IV	\$30,000.00

Subtotal of additional federal funds included for this school: \$724,728.00

List the State and local programs that the school is including in the schoolwide program. Duplicate the table as needed.

State or Local Programs	Allocation (\$)
LCAP Supplemental & Concentration	\$3,579,650.00

Subtotal of state or local funds included for this school: \$3,579,650.00

Total of federal, state, and/or local funds for this school: \$4,304,378.00

Budgeted Funds and Expenditures in this Plan

The tables below are provided to help the school track expenditures as they relate to funds budgeted to the school.

Funds Budgeted to the School by Funding Source

Funding Source	Amount	Balance
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Expenditures by Funding Source

Funding Source	Amount
LCAP Supplemental & Concentration	3,579,650.00
Title I	610,910.00
Title II Part A: Improving Teacher Quality	61,187.00
Title III	22,631.00
Title IV	30,000.00

Expenditures by Budget Reference

Budget Reference	Amount
4000-4999: Books And Supplies	371,631.00
5000-5999: Services And Other Operating Expenditures	461,539.00
Certificated Personnel Salaries & Benefits	2,537,746.00
Classified Personnel Salaries & Benefits	926,742.00
None Specified	6,720.00

Expenditures by Budget Reference and Funding Source

Budget Reference	Funding Source	Amount
4000-4999: Books And Supplies	LCAP Supplemental & Concentration	230,400.00
5000-5999: Services And Other Operating Expenditures	LCAP Supplemental & Concentration	426,989.00
Certificated Personnel Salaries & Benefits	LCAP Supplemental & Concentration	2,147,455.00
Classified Personnel Salaries & Benefits	LCAP Supplemental & Concentration	768,086.00

None Specified	LCAP Supplemental & Concentration	6,720.00
4000-4999: Books And Supplies	Title I	135,231.00
5000-5999: Services And Other Operating Expenditures	Title I	15,550.00
Certificated Personnel Salaries & Benefits	Title I	324,104.00
Classified Personnel Salaries & Benefits	Title I	136,025.00
Certificated Personnel Salaries & Benefits	Title II Part A: Improving Teacher Quality	61,187.00
Classified Personnel Salaries & Benefits	Title III	22,631.00
4000-4999: Books And Supplies	Title IV	6,000.00
5000-5999: Services And Other Operating Expenditures	Title IV	19,000.00
Certificated Personnel Salaries & Benefits	Title IV	5,000.00

Expenditures by Goal

Goal Number	Total Expenditures
Goal 1	2,430,657.00
Goal 2	818,932.00
Goal 3	1,054,789.00

School Site Council Membership

California Education Code describes the required composition of the School Site Council (SSC). The SSC shall be composed of the principal and representatives of: teachers selected by teachers at the school; other school personnel selected by other school personnel at the school; parents of pupils attending the school selected by such parents; and, in secondary schools, pupils selected by pupils attending the school. The current make-up of the SSC is as follows:

- 1 School Principal
- 5 Classroom Teachers
- 2 Other School Staff
- 4 Parent or Community Members
- 4 Secondary Students

Name of Members	Role
Rene Ayon	Principal
Joanna Lapadula	Classroom Teacher
Mario Nunez	Classroom Teacher
Cheryl Gonzalez	Classroom Teacher
Lucy Hernandez	Classroom Teacher
Maria Wilson	Classroom Teacher
Susana Salazar	Other School Staff
Esmeralda Ordonez	Other School Staff
Ruby Castro	Secondary Student
Laysha Gutierrez	Secondary Student
Andrea Barajas	Secondary Student
Ryan Chaidez	Secondary Student
Guadalupe Castillo	Parent or Community Member
Ricardo Andrade	Parent or Community Member
Julio Segura	Parent or Community Member
Chris Permejo	Parent or Community Member

At elementary schools, the school site council must be constituted to ensure parity between (a) the principal, classroom teachers, and other school personnel, and (b) parents of students attending the school or other community members. Classroom teachers must comprise a majority of persons represented under section (a). At secondary schools there must be, in addition, equal numbers of parents or other community members selected by parents, and students. Members must be selected by their peer group.

Recommendations and Assurances

The School Site Council (SSC) recommends this school plan and proposed expenditures to the district governing board for approval and assures the board of the following:

The SSC is correctly constituted and was formed in accordance with district governing board policy and state law.

The SSC reviewed its responsibilities under state law and district governing board policies, including those board policies relating to material changes in the School Plan for Student Achievement (SPSA) requiring board approval.

The SSC sought and considered all recommendations from the following groups or committees before adopting this plan:

Signature

Committee or Advisory Group Name

	English Learner Advisory Committee
	Other: WASC Chair

The SSC reviewed the content requirements for school plans of programs included in this SPSA and believes all such content requirements have been met, including those found in district governing board policies and in the local educational agency plan.

This SPSA is based on a thorough analysis of student academic performance. The actions proposed herein form a sound, comprehensive, coordinated plan to reach stated school goals to improve student academic performance.

This SPSA was adopted by the SSC at a public meeting on 11/13/2018.

Attested:

Principal, Rene Ayon on October 25, 2019
SSC Chairperson, Mario Nunez on October 25, 2018

Instructions

The School Plan for Student Achievement (SPSA) is a strategic plan that maximizes the resources available to the school while minimizing duplication of effort with the ultimate goal of increasing student achievement. SPSA development should be aligned with and inform the Local Control and Accountability Plan process.

The SPSA consolidates all school-level planning efforts into one plan for programs funded through the consolidated application (ConApp), and for federal school improvement programs, including schoolwide programs, Comprehensive Support and Improvement (CSI), Targeted Support and Improvement (TSI), and Additional Targeted Support and Improvement (ATSI), pursuant to California Education Code (EC) Section 64001 and the Elementary and Secondary Education Act as amended by the Every Student Succeeds Act (ESSA). This template is designed to meet schoolwide program planning requirements. It also notes how to meet CSI, TSI, or ATSI requirements, as applicable.

California's ESSA State Plan supports the state's approach to improving student group performance through the utilization of federal resources. Schools use the SPSA to document their approach to maximizing the impact of federal investments in support of underserved students. The implementation of ESSA in California presents an opportunity for schools to innovate with their federally-funded programs and align them with the priority goals of the school and the LEA that are being realized under the state's Local Control Funding Formula (LCFF).

The LCFF provides schools and LEAs flexibility to design programs and provide services that meet the needs of students in order to achieve readiness for college, career, and lifelong learning. The SPSA planning process supports continuous cycles of action, reflection, and improvement. Consistent with EC 65001, the Schoolsite Council (SSC) is required to develop and annually review the SPSA, establish an annual budget, and make modifications to the plan that reflect changing needs and priorities, as applicable.

For questions related to specific sections of the template, please see instructions below:

Instructions: Linked Table of Contents

The SPSA template meets the requirements of schoolwide planning (SWP). Each section also contains a notation of how to meet CSI, TSI, or ATSI requirements.

[Stakeholder Involvement](#)

[Goals, Strategies, & Proposed Expenditures](#)

[Planned Strategies/Activities](#)

[Annual Review and Update](#)

[Budget Summary](#)

[Appendix A: Plan Requirements for Title I Schoolwide Programs](#)

[Appendix B: Plan Requirements for Schools to Meet Federal School Improvement Planning Requirements](#)

[Appendix C: Select State and Federal Programs](#)

For additional questions or technical assistance related to LEA and school planning, please contact the Local Agency Systems Support Office, at LCFF@cde.ca.gov.

For programmatic or policy questions regarding Title I schoolwide planning, please contact the local educational agency, or the CDE's Title I Policy and Program Guidance Office at TITLEI@cde.ca.gov.

For questions or technical assistance related to meeting federal school improvement planning requirements (for CSI, TSI, and ATSI), please contact the CDE's School Improvement and Support Office at SISO@cde.ca.gov.

Purpose and Description

Schools identified for Comprehensive Support and Improvement (CSI), Targeted Support and Improvement (TSI), or Additional Targeted Support and Improvement (ATSI) must respond to the following prompts. A school that has not been identified for CSI, TSI, or ATSI may delete the Purpose and Description prompts.

Purpose

Briefly describe the purpose of this plan by selecting from Schoolwide Program, Comprehensive Support and Improvement, Targeted Support and Improvement, or Additional Targeted Support and Improvement)

Description

Briefly describe the school's plan for effectively meeting ESSA requirements in alignment with the Local Control and Accountability Plan and other federal, state, and local programs.

Stakeholder Involvement

Meaningful involvement of parents, students, and other stakeholders is critical to the development of the SPSA and the budget process. Schools must share the SPSA with school site-level advisory groups, as applicable (e.g., English Learner Advisory committee, student advisory groups, tribes and tribal organizations present in the community, as appropriate, etc.) and seek input from these advisory groups in the development of the SPSA.

The Stakeholder Engagement process is an ongoing, annual process. Describe the process used to involve advisory committees, parents, students, school faculty and staff, and the community in the development of the SPSA and the annual review and update.

[This section meets the requirements for TSI and ATSI.]

[When completing this section for CSI, the LEA shall partner with the school in the development and implementation of this plan.]

Resource Inequities

Schools eligible for CSI or ATSI must identify resource inequities, which may include a review of LEA- and school-level budgeting as a part of the required needs assessment. Identified resource inequities must be addressed through implementation of the CSI or ATSI plan. Briefly identify and describe any resource inequities identified as a result of the required needs assessment and summarize how the identified resource inequities are addressed in the SPSA.

[This section meets the requirements for CSI and ATSI. If the school is not identified for CSI or ATSI this section is not applicable and may be deleted.]

Goals, Strategies, Expenditures, & Annual Review

In this section a school provides a description of the annual goals to be achieved by the school. This section also includes descriptions of the specific planned strategies/activities a school will take to meet the identified goals, and a description of the expenditures required to implement the specific strategies and activities.

Goal

State the goal. A goal is a broad statement that describes the desired result to which all strategies/activities are directed. A goal answers the question: What is the school seeking to achieve?

It can be helpful to use a framework for writing goals such as the S.M.A.R.T. approach. A S.M.A.R.T. goal is one that is **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime-bound. A level of specificity is needed in order to measure performance relative to the goal as well as to assess whether it is reasonably achievable. Including time constraints, such as milestone dates, ensures a realistic approach that supports student success.

A school may number the goals using the “Goal #” for ease of reference.

[When completing this section for CSI, TSI, and ATSI, improvement goals shall align to the goals, actions, and services in the LEA LCAP.]

Identified Need

Describe the basis for establishing the goal. The goal should be based upon an analysis of verifiable state data, including local and state indicator data from the California School Dashboard (Dashboard) and data from the School Accountability Report Card, including local data voluntarily collected by districts to measure pupil achievement.

[Completing this section fully addresses all relevant federal planning requirements]

Annual Measurable Outcomes

Identify the metric(s) and/or state indicator(s) that the school will use as a means of evaluating progress toward accomplishing the goal. A school may identify metrics for specific student groups. Include in the baseline column the most recent data associated with the metric or indicator available at the time of adoption of the SPSA. The most recent data associated with a metric or indicator includes data reported in the annual update of the SPSA. In the subsequent Expected Outcome column, identify the progress the school intends to make in the coming year.

[When completing this section for CSI the school must include school-level metrics related to the metrics that led to the school’s identification.]

[When completing this section for TSI/ATSI the school must include metrics related to the specific student group(s) that led to the school’s identification.]

Strategies/Activities

Describe the strategies and activities being provided to meet the described goal. A school may number the strategy/activity using the “Strategy/Activity #” for ease of reference.

Planned strategies/activities address the findings of the needs assessment consistent with state priorities and resource inequities, which may have been identified through a review of the local educational agency’s budgeting, its local control and accountability plan, and school-level budgeting, if applicable.

[When completing this section for CSI, TSI, and ATSI, this plan shall include evidence-based interventions and align to the goals, actions, and services in the LEA LCAP.]

[When completing this section for CSI and ATSI, this plan shall address through implementation, identified resource inequities, which may have been identified through a review of LEA- and school-level budgeting.]

Students to be Served by this Strategy/Activity

Indicate in this box which students will benefit from the strategies/activities by indicating “All Students” or listing one or more specific student group(s) to be served.

[This section meets the requirements for CSI.]

[When completing this section for TSI and ATSI, at a minimum, the student groups to be served shall include the student groups that are consistently underperforming, for which the school received the TSI or ATSI designation. For TSI, a school may focus on all students or the student group(s) that led to identification based on the evidence-based interventions selected.]

Proposed Expenditures for this Strategy/Activity

For each strategy/activity, list the amount(s) and funding source(s) for the proposed expenditures for the school year to implement these strategies/activities. Specify the funding source(s) using one or more of the following: LCFF, Federal (if Federal, identify the Title and Part, as applicable), Other State, and/or Local.

Proposed expenditures that are included more than once in a SPSA should be indicated as a duplicated expenditure and include a reference to the goal and strategy/activity where the expenditure first appears in the SPSA. Pursuant to Education Code, Section 64001(g)(3)(C), proposed expenditures, based on the projected resource allocation from the governing board or governing body of the LEA, to address the findings of the needs assessment consistent with the state priorities including identifying resource inequities which may include a review of the LEA’s budgeting, its LCAP, and school-level budgeting, if applicable.

[This section meets the requirements for CSI, TSI, and ATSI.]

[NOTE: Federal funds for CSI shall not be used in schools identified for TSI or ATSI. In addition, funds for CSI shall not be used to hire additional permanent staff.]

Annual Review

In the following Analysis prompts, identify any material differences between what was planned and what actually occurred as well as significant changes in strategies/activities and/ or expenditures from the prior year. This annual review and analysis should be the basis for decision-making and updates to the plan.

Analysis

Using actual outcome data, including state indicator data from the Dashboard, analyze whether the planned strategies/activities were effective in achieving the goal. Respond to the prompts as instructed. Respond to the following prompts relative to this goal. If the school is in the first year of implementing the goal the Annual Review section is not required and this section may be deleted.

- Describe the overall implementation of the strategies/activities and the overall effectiveness of the strategies/activities to achieve the articulated goal.
- Briefly describe any major differences between either/or the intended implementation or the budgeted expenditures to implement the strategies/activities to meet the articulated goal.
- Describe any changes that will be made to the goal, expected annual measurable outcomes, metrics/indicators, or strategies/activities to achieve this goal as a result of this analysis and analysis of the data provided in the Dashboard, as applicable. Identify where those changes can be found in the SPSA.

[When completing this section for CSI, TSI, or ATSI, any changes made to the goals, annual measurable outcomes, metrics/indicators, or strategies/activities, shall meet the CSI, TSI, or ATSI planning requirements. CSI, TSI, and ATSI planning requirements are listed under each section of the Instructions. For example, as a result of the Annual Review and Update, if changes are made to a goal(s), see the Goal section for CSI, TSI, and ATSI planning requirements.]

Budget Summary

In this section a school provides a brief summary of the funding allocated to the school through the ConApp and/or other funding sources as well as the total amount of funds for proposed expenditures described in the SPSA. The Budget Summary is required for schools funded through the ConApp and that receive federal funds for CSI. If the school is not operating a Title I schoolwide program this section is not applicable and may be deleted.

From its total allocation for CSI, the LEA may distribute funds across its schools that meet the criteria for CSI to support implementation of this plan. In addition, the LEA may retain a portion of its total allocation to support LEA-level expenditures that are directly related to serving schools eligible for CSI.

Budget Summary

A school receiving funds allocated through the ConApp should complete the Budget Summary as follows:

- Total Funds Provided to the School Through the Consolidated Application: This amount is the total amount of funding provided to the school through the ConApp for the school year. The school year means the fiscal year for which a SPSA is adopted or updated.
- Total Funds Budgeted for Strategies to Meet the Goals in the SPSA: This amount is the total of the proposed expenditures from all sources of funds associated with the strategies/activities reflected in the SPSA. To the extent strategies/activities and/or proposed expenditures are listed in the SPSA under more than one goal, the expenditures should be counted only once.

A school receiving federal funds for CSI should complete the Budget Summary as follows:

- Total Federal Funds Provided to the School from the LEA for CSI: This amount is the total amount of funding provided to the school from the LEA.

[NOTE: Federal funds for CSI shall not be used in schools eligible for TSI or ATSI. In addition, funds for CSI shall not be used to hire additional permanent staff.]

Appendix A: Plan Requirements

Schoolwide Program Requirements

This School Plan for Student Achievement (SPSA) template meets the requirements of a schoolwide program plan. The requirements below are for planning reference.

A school that operates a schoolwide program and receives funds allocated through the ConApp is required to develop a SPSA. The SPSA, including proposed expenditures of funds allocated to the school through the ConApp, must be reviewed annually and updated by the SSC. The content of a SPSA must be aligned with school goals for improving student achievement.

Requirements for Development of the Plan

- I. The development of the SPSA shall include both of the following actions:
 - A. Administration of a comprehensive needs assessment that forms the basis of the school's goals contained in the SPSA.
 1. The comprehensive needs assessment of the entire school shall:
 - a. Include an analysis of verifiable state data, consistent with all state priorities as noted in Sections 52060 and 52066, and informed by all indicators described in Section 1111(c)(4)(B) of the federal Every Student Succeeds Act, including pupil performance against state-determined long-term goals. The school may include data voluntarily developed by districts to measure pupil outcomes (described in the Identified Need); and
 - b. Be based on academic achievement information about all students in the school, including all groups under §200.13(b)(7) and migratory children as defined in section 1309(2) of the ESEA, relative to the State's academic standards under §200.1 to—
 - i. Help the school understand the subjects and skills for which teaching and learning need to be improved; and
 - ii. Identify the specific academic needs of students and groups of students who are not yet achieving the State's academic standards; and
 - iii. Assess the needs of the school relative to each of the components of the schoolwide program under §200.28.
 - iv. Develop the comprehensive needs assessment with the participation of individuals who will carry out the schoolwide program plan.
 - v. Document how it conducted the needs assessment, the results it obtained, and the conclusions it drew from those results.
 - B. Identification of the process for evaluating and monitoring the implementation of the SPSA and progress towards accomplishing the goals set forth in the SPSA (described in the Expected Annual Measurable Outcomes and Annual Review and Update).

Requirements for the Plan

- II. The SPSA shall include the following:
 - A. Goals set to improve pupil outcomes, including addressing the needs of student groups as identified through the needs assessment.

- B. Evidence-based strategies, actions, or services (described in Strategies and Activities)
1. A description of the strategies that the school will be implementing to address school needs, including a description of how such strategies will--
 - a. provide opportunities for all children including each of the subgroups of students to meet the challenging state academic standards
 - b. use methods and instructional strategies that:
 - i. strengthen the academic program in the school,
 - ii. increase the amount and quality of learning time, and
 - iii. provide an enriched and accelerated curriculum, which may include programs, activities, and courses necessary to provide a well-rounded education.
 - c. Address the needs of all children in the school, but particularly the needs of those at risk of not meeting the challenging State academic standards, so that all students demonstrate at least proficiency on the State's academic standards through activities which may include:
 - i. strategies to improve students' skills outside the academic subject areas;
 - ii. preparation for and awareness of opportunities for postsecondary education and the workforce;
 - iii. implementation of a schoolwide tiered model to prevent and address problem behavior;
 - iv. professional development and other activities for teachers, paraprofessionals, and other school personnel to improve instruction and use of data; and
 - v. strategies for assisting preschool children in the transition from early childhood education programs to local elementary school programs.
- C. Proposed expenditures, based on the projected resource allocation from the governing board or body of the local educational agency (may include funds allocated via the ConApp, federal funds for CSI, any other state or local funds allocated to the school), to address the findings of the needs assessment consistent with the state priorities, including identifying resource inequities, which may include a review of the LEAs budgeting, it's LCAP, and school-level budgeting, if applicable (described in Proposed Expenditures and Budget Summary). Employees of the schoolwide program may be deemed funded by a single cost objective.
- D. A description of how the school will determine if school needs have been met (described in the Expected Annual Measurable Outcomes and the Annual Review and Update).
1. Annually evaluate the implementation of, and results achieved by, the schoolwide program, using data from the State's annual assessments and other indicators of academic achievement;
 2. Determine whether the schoolwide program has been effective in increasing the achievement of students in meeting the State's academic standards, particularly for those students who had been furthest from achieving the standards; and
 3. Revise the plan, as necessary, based on the results of the evaluation, to ensure continuous improvement of students in the schoolwide program.

- E. A description of how the school will ensure parental involvement in the planning, review, and improvement of the schoolwide program plan (described in Stakeholder Involvement and/or Strategies/Activities).
- F. A description of the activities the school will include to ensure that students who experience difficulty attaining proficient or advanced levels of academic achievement standards will be provided with effective, timely additional support, including measures to
 - 1. Ensure that those students' difficulties are identified on a timely basis; and
 - 2. Provide sufficient information on which to base effective assistance to those students.
- G. For an elementary school, a description of how the school will assist preschool students in the successful transition from early childhood programs to the school.
- H. A description of how the school will use resources to carry out these components (described in the Proposed Expenditures for Strategies/Activities).
- I. A description of any other activities and objectives as established by the SSC (described in the Strategies/Activities).

Authority Cited: S Title 34 of the Code of Federal Regulations (34 CFR), sections 200.25-26, and 200.29, and sections-1114(b)(7)(A)(i)-(iii) and 1118(b) of the ESEA. EC sections 6400 et. seq.

Appendix B:

Plan Requirements for School to Meet Federal School Improvement Planning Requirements

For questions or technical assistance related to meeting Federal School Improvement Planning Requirements, please contact the CDE's School Improvement and Support Office at SISO@cde.ca.gov.

Comprehensive Support and Improvement

The LEA shall partner with stakeholders (including principals and other school leaders, teachers, and parents) to locally develop and implement the CSI plan for the school to improve student outcomes, and specifically address the metrics that led to eligibility for CSI (Stakeholder Involvement).

The CSI plan shall:

1. Be informed by all state indicators, including student performance against state-determined long-term goals (Goal, Identified Need, Expected Annual Measurable Outcomes, Annual Review and Update, as applicable);
2. Include evidence-based interventions (Strategies/Activities, Annual Review and Update, as applicable) (For resources related to evidence-based interventions, see the U.S. Department of Education's "Using Evidence to Strengthen Education Investments" at <https://www2.ed.gov/policy/elsec/leg/essa/guidanceuseseseinvestment.pdf>);
3. Be based on a school-level needs assessment (Goal, Identified Need, Expected Annual Measurable Outcomes, Annual Review and Update, as applicable); and
4. Identify resource inequities, which may include a review of LEA- and school-level budgeting, to be addressed through implementation of the CSI plan (Goal, Identified Need, Expected Annual Measurable Outcomes, Planned Strategies/Activities; and Annual Review and Update, as applicable).

Authority Cited: Sections 1003(e)(1)(A), 1003(i), 1111(c)(4)(B), and 1111(d)(1) of the ESSA.

Targeted Support and Improvement

In partnership with stakeholders (including principals and other school leaders, teachers, and parents) the school shall develop and implement a school-level TSI plan to improve student outcomes for each subgroup of students that was the subject of identification (Stakeholder Involvement).

The TSI plan shall:

1. Be informed by all state indicators, including student performance against state-determined long-term goals (Goal, Identified Need, Expected Annual Measurable Outcomes, Annual Review and Update, as applicable); and
2. Include evidence-based interventions (Planned Strategies/Activities, Annual Review and Update, as applicable). (For resources related to evidence-based interventions, see the U.S. Department of Education's "Using Evidence to Strengthen Education Investments" <https://www2.ed.gov/policy/elsec/leg/essa/guidanceuseseseinvestment.pdf>.)

Authority Cited: Sections 1003(e)(1)(B), 1003(i), 1111(c)(4)(B) and 1111(d)(2) of the ESSA.

Additional Targeted Support and Improvement

A school identified for ATSI shall:

1. Identify resource inequities, which may include a review of LEA- and school-level budgeting, which will be addressed through implementation of its TSI plan (Goal, Identified Need, Expected Annual Measurable Outcomes, Planned Strategies/Activities, and Annual Review and Update, as applicable).

Authority Cited: Sections 1003(e)(1)(B), 1003(i), 1111(c)(4)(B), and 1111(d)(2)(c) of the ESSA.

Single School Districts and Charter Schools Identified for School Improvement

Single school districts (SSDs) or charter schools that are identified for CSI, TSI, or ATSI, shall develop a SPSA that addresses the applicable requirements above as a condition of receiving funds (EC Section 64001[a] as amended by Assembly Bill [AB] 716, effective January 1, 2019).

However, a SSD or a charter school may streamline the process by combining state and federal requirements into one document which may include the local control and accountability plan (LCAP) and all federal planning requirements, provided that the combined plan is able to demonstrate that the legal requirements for each of the plans is met (EC Section 52062[a] as amended by AB 716, effective January 1, 2019).

Planning requirements for single school districts and charter schools choosing to exercise this option are available in the LCAP Instructions.

Authority Cited: EC sections 52062(a) and 64001(a), both as amended by AB 716, effective January 1, 2019.

Appendix C: Select State and Federal Programs

For a list of active programs, please see the following links:

Programs included on the Consolidated Application: <https://www.cde.ca.gov/fg/aa/co/>

ESSA Title I, Part A: School Improvement: <https://www.cde.ca.gov/sp/sw/t1/schoolsupport.asp>

Available Funding: <https://www.cde.ca.gov/fg/fo/af/>

Developed by the California Department of Education, January 2019